# Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

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

**Wednesday, May 11, 2022** | **1:10 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

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

### 1. TERRITORIAL ACKNOWLEDGEMENT

### 2. APPROVAL OF THE AGENDA

### 3. ADOPTION OF MINUTES

**3.1.** 22-314 Minutes of the April 13, 2022 Capital Regional District Board Meeting

***Recommendation:*** That the minutes of the Capital Regional District Board meeting of April 13, 2022 be adopted as circulated.

***Attachments:*** Minutes - April 13, 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.*

### 6. CONSENT AGENDA

**6.1.** 22-322 2019-2022 Board Strategic Priorities-Annual check-in

***Recommendation:*** The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.
(NWA)

***Attachments:*** Staff Report: 2019-22 Board Strategic Priorities-Annual Check-in
Presentation: 2019-22 Board Strategic Priorities-Annual Check-in
Appendix A: 2019-22 CRD Board Strategic Priorities
Appendix B: 2019-22 CRD Board Strategic Priorities Progress Rpt (2022)
Appendix C: 2019-22 CRD Corporate Plan Progress Rpt (2022)

**6.2.** 22-299 Board Orientation and Strategic Plan 2023-2027

***Recommendation:*** The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.
(NWA)

***Attachments:*** Staff Report: Board Orientation and Strategic Plan 2023-2027
Appendix A: CRD Board Orient'n & Strategic Plan Timeline (2022)

**6.3.** 22-273 Southern Gulf Islands Housing Strategy

***Recommendation:*** The Electoral Areas Committee recommends the Capital Regional District Board:
That the Southern Gulf Islands Housing Strategy be endorsed.
(NWA)

***Attachments:*** Staff Report: Southern Gulf Islands Housing Strategy
Appendix A: SGI Housing Strategy
Appendix B: SGI Market Analysis March 2022

**6.4.** 22-260 Capital Regional District Climate Action - 2021 Annual Report

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: CRD Climate Action - 2021 Annual Report
Appendix A: CRD 2021 Climate Action Annual Report

**6.5.** 22-236 Meeting the Solid Waste Management Plan Targets through Material Stream Diversion

***Recommendation:*** The Environmental Services Committee recommends to the Capital Regional District Board:
1. That staff be directed to initiate a procurement process for further processing of divertible materials, and return to the Environmental Services Committee in January 2023 with financial implications and proposed amendments to the Hartland Tipping Fee and Regulation Bylaw No. 3881 and associated operational implications.
(NWA)

The Solid Waste Advisory Committee recommends the Environmental Services Committee recommends to the Capital Regional District Board:
2. That further attention be focused towards construction material source separation, and information be brought back to the Solid Waste Advisory Committee on what can be done.
(NWA)

***Attachments:*** Staff Report: Meeting the SWMP Targets through Material Stream Diversion

**6.6.** 22-262 Solid Waste - 2021 Annual Report

***Recommendation:*** The Environmental Services Committee recommends to the Capital Regional District Board:
That the Solid Waste Advisory Committee, in its plan monitoring role, be directed to review the 2021 Plan Monitoring Update (Appendix A - of the Solid Waste 2021 Annual Report).
(NWA)

***Attachments:*** Staff Report: Solid Waste - 2021 Annual Report
Appendix A: 2021 Solid Waste Annual Report

**6.7.** 22-085 Capital Regional District 2021 Audit Findings Report & Statement of Financial Information

***Recommendation:*** The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.
(NWA)

***Attachments:*** Staff Report: CRD 2021 Audit Report and SOFI
Presentation: 2021 Statement of Financial Information
Appendix A: CRD 2021 Statement of Financial Information
Appendix B: CRD 2021 Unaudited Financial Statements
Appendix C: 2021 Other Financial Statement Analysis
Appendix D: DBRS Rating Methodology
Appendix E: 2021 Additional Financial Analysis
Appendix F: Audit Findings Report
Appendix G: KPMG Management Letter

**6.8.** 22-159 2023 Service and Financial Planning Guidelines

***Recommendation:*** The Finance Committee recommends to the Capital Regional District Board:
That the financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.
(NWA)

***Attachments:*** Staff Report: 2023 Service and Financial Planning Guidelines
Appendix A: Corporate Planning Framework
Appendix B: 2023 Financial Planning Timetable

**6.9.** 22-217 Capital Regional District External Grants Update

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: CRD External Grants Update
Appendix A: CRD Grants Dashboard

**6.10.** 22-193 Capital Regional District External Grants 2021 Annual Report

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: CRD External Grants 2021 Annual Report
Appendix A: CRD External Grants Activity 2021
Appendix B: Alignment with Community Needs

**6.11.** 22-267 2021 Safe Restart Program Update

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: 2021 Safe Restart Program Update
Appendix A: Regional and Local Services Projects

**6.12.** 22-268 2022 Federal Budget Highlights

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: 2022 Federal Budget Highlights
Appendix A: 2022 Federal Budget Highlights

**6.13.** 22-290 Procurement Policy Amendments for Procurement from Indigenous Businesses

***Recommendation:*** The First Nations Relations Committee recommends to the Capital Regional District Board:
That the Procurement Policy be amended as attached as Appendix "A".
(NWA)

***Attachments:*** Staff Report: Procurement Policy Amendments
Appendix A: Draft Procurement Policy 2022 [Redlined]

**6.14.** 22-271 First Nations Relations Communications Framework

***Recommendation:*** [At the April 27, 2022 First Nations Relations Committee meeting, the following motion arising was carried:]
That the First Nations Relations Committee recommends to the Capital Regional District Board:
That the First Nations Relations Communication Framework report be circulated to member municipalities.
(NWA)

***Attachments:*** Staff Report: First Nation Relations Communications Framework
Appendix A: First Nation Relations Communications Framework

## 7. ADMINISTRATION REPORTS

**7.1.** 22-285 Capital Regional District 2021 Annual Report

***Recommendation:*** There is no recommendation. This report is for information only.

***Attachments:*** Staff Report: Capital Regional District 2021 Annual Report
Appendix A: Capital Regional District 2021 Annual Report

**7.2.** 22-286 Capital Region Housing Corporation Annual General Meeting

***Recommendation:*** That the unanimous shareholder's resolution attached as Appendix A to the Capital Region Housing Corporation Annual General Meeting report be approved, and the Chair and Corporate Officer execute it on behalf of the Capital Regional District. (NWA)

***Attachments:*** Staff Report: Capital Region Housing Corporation-AGM

Appendix A: Unanimous Resolution of Shareholders of CRHC

Appendix B: 2021 Audited Financial Statements

Appendix C: 2021 Annual Report

## 8. REPORTS OF COMMITTEES

### Electoral Areas Committee

**8.1.** 22-310 SGI and JDF Local Service Committee/Commission Bylaw Amendments - Annual General Meeting and Appointments

***Recommendation:*** That the Electoral Areas Committee recommend to the Capital Regional District Board:
1) That Bylaw No. 4446 cited as, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
2) That Bylaw No. 4446 be adopted.

3) That Bylaw No. 4447 cited as, "Magic Lake Estates Water and Sewer Committee Bylaw 1995, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
4) That Bylaw No. 4447 be adopted.

5) That Bylaw No. 4448 cited as, "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
6) That Bylaw No. 4448 be adopted.

7) That Bylaw No. 4449 cited as, "Surfside Park Estates Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
8) That Bylaw No. 4449 be adopted.

9) That Bylaw No. 4450 cited as, "Skana Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
10) That Bylaw No. 4450 be adopted.

11) That Bylaw No. 4451 cited as, "Port Renfrew Utility Services Committee Bylaw No. 1, 2005, Amendment Bylaw No. 4, 2022", be introduced and read a first, second, and third time.
12) That Bylaw No. 4451 be adopted.

13) That Bylaw No. 4452 cited as, "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
14) That Bylaw No. 4452 be adopted.

(NWA, 2/3 on adoption)

***Attachments:*** Staff Report: SGI & JDF Local Service Bylaw Amendments – AGM & Appts.
Appendix A: Bylaw No. 4446 (Lyall Harbour Boot Cove)
Appendix B: Bylaw No. 4446 - Redlined
Appendix C: Bylaw No. 4447 (Magic Lake Estates)
Appendix D: Bylaw No. 4447 - Redlined
Appendix E: Bylaw No. 4448 (Sticks Allison )
Appendix F: Bylaw No. 4448 - Redlined
Appendix G: Bylaw No. 4449 (Surfside Park Estates)
Appendix H: Bylaw No 4449 - Redlined
Appendix I: Bylaw No. 4450 (Skana Water)
Appendix J: Bylaw No. 4450 - Redlined
Appendix K: Bylaw No. 4451 (Port Renfrew Utility)
Appendix L: Bylaw No. 4451 - Redlined
Appendix M: Bylaw No. 4452 (Wilderness Mountain)
Appendix N: Bylaw No. 4452 - Redlined

## Finance Committee

**8.2.** 22-161 Bylaw No. 4490: Financial Plan Amendment No. 1, 2022

***Recommendation:*** The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4490, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022" be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.
(WA, 2/3 on adoption)

***Attachments:*** Staff Report: Bylaw 4490 Financial Plan Amend No.1, 2022
Appendix A: Bylaw 4490 Financial Plan Amend No.1 w/Schedule B

## Juan de Fuca Land Use Committee

**8.3.** 22-211 Development Variance Permit for Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281 - 1381 Pike Road

***Recommendation:*** The Land Use Committee recommends to the Capital Regional District Board:
That Development Variance Permit VA000156 for Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281 to vary the Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Schedule A, Part 1, Section 3.10(4)(a) by reducing the minimum frontage requirement for proposed Lot 1 from 10% of the lot perimeter (34.3 m) to 3 % of the lot perimeter (10.51 m) for the purpose of permitting a three-lot subdivision, be approved.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

***Attachments:*** Staff Report: DVP for 1381 Pike Road
Appendix A: Subject Property Map
Appendix B: Subdivision Plan from DP000252
Appendix C: Updated Sub. Plan, J.E.Anderson & Assoc. Nov.18/21
Appendix D: Permit VA000156

## Sooke and Electoral Area Parks and Recreation Commission

**8.4.** 22-288 Asset Management Planning Program: Union of British Columbia Municipalities - 2022 Grant Application

***Recommendation:*** The Sooke & Electoral Area Parks and Recreation Commission recommends to the Capital Regional District Board:
1. That an application to the Union of British Columbia Municipalities Asset Management Planning Program for 2022 be supported; and
2. That staff be directed to provide overall grant management.
(NWA)

***Attachments:*** Staff Report: Asset Management Planning Program: UBCM Grant Application

## Transportation Committee

**8.5.** 22-258 Regional Parks Strategic Plan Update

***Recommendation:*** [At the April 20, 2022 Transportation Committee meeting, the following three motions arising were carried:]
The Transportation Committee recommends to the Capital Regional District Board:
1. That the CRD Board change the name of the Regional Parks Strategic Plan to Regional Parks and Trails Strategic Plan upon adoption.
2. To direct staff to include actions in the Regional Parks and Trails Strategic Plan to improve the service levels for trails, including detour route considerations, trail maintenance, consideration of network expansion to address gaps and educational and enforcement activities to support mode shift and reduce users conflicts.
3. To direct staff to develop a funding strategy for regional trails to support the Regional Parks and Trails Strategic Plan, which also includes the widening and lighting plan.
(NWA)

***Attachments:*** Staff Report: Regional Parks Strategic Plan Update
Appendix A: Strategic Plan Update Process
Appendix B: Proposed Direction of Regional Parks Strategic Plan
Appendix C: Presentation

**8.6.** 22-261 Update on Transportation Priorities

***Recommendation:*** [At the April 20, 2022 Transportation Committee meeting, the following motion arising was carried:]
The Transportation Committee recommends to the Capital Regional District Board:
To direct staff to, in conjunction with reporting on the 2022 Origin and Destination Survey, report back on options and implications on improving data collection in support of monitoring changes in active transportation, mode shift, and emissions reductions, including interim surveys that complement the Origin and Destination Survey surveys and Screen Line surveys to help monitor daily trends for all transportation modes.
(NWA)

***Attachments:*** Staff Report: Update on Transportation Priorities

Appendix A: Regional Transportation Priority Tracking Table

## 9. BYLAWS

## 10. NOTICE(S) OF MOTION

**10.1.** 22-265 Motion with Notice: COVID Sewage Monitoring (Director Desjardins)

***Recommendation:*** That the Capital Regional District Board request that staff bring a report to the CRD Board on the benefit and implementation of monitoring Sewage from McLoughlin for the benefit of understanding COVID levels in our community.
(NWA)

## 11. NEW BUSINESS

## 12. MOTION TO CLOSE THE MEETING

**12.1.** **22-317** Motion to Close the Meeting

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

## 13. RISE AND REPORT

## 14. ADJOURNMENT

**Votinq Key:**
**NWA - Non-weighted vote of all Directors**
**NWP - Non-weighted vote of participants (as listed)**
**WA - Weighted vote of all Directors**
**WP - Weighted vote of participants (as listed)**

# Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

## Meeting Minutes

## Capital Regional District Board

**Wednesday, April 13, 2022** | **1:05 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

PRESENT:
Directors: C. Plant (Chair), R. Mersereau (Vice Chair), M. Alto (for G. Young), P. Brent (for D. Howe), D. Blackwell (EP), S. Brice (1:22 pm), Z. De Vries (for F. Haynes) (EP), B. Desjardins, L. Helps, M. Hicks (EP), G. Holman, B. Isitt (EP), J. Loveday, R. Martin, C. McNeil-Smith, K. Murdoch, G. Orr, J. Ranns (1:10 pm), D. Screech, L. Seaton, M. Tait, N. Taylor, K. Williams, R. Windsor (EP)

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; C. Nielsen, Senior Manager, Human Resources; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: F. Haynes, D. Howe, G. Young

The meeting was called to order at 1:06 pm.

### 1. TERRITORIAL ACKNOWLEDGEMENT

### 2. APPROVAL OF THE AGENDA

**MOVED by Alternate Director Alto, SECONDED by Director Mersereau,**
**That a late delegation, D. Goldie, President of the Ukrainian Canadian Cultural Society of Vancouver Island, be permitted to speak and that the agenda for the April 13, 2022 meeting of the Capital Regional District Board be approved as amended.**
**CARRIED**

### 3. ADOPTION OF MINUTES

**3.1.** 22-238 Minutes of the March 9, 2022 and March 16, 2022 Capital Regional District Board Meetings

**MOVED by Director Mersereau, SECONDED by Alternate Director Brent,**
**That the minutes of the Capital Regional District Board meetings of March 9, 2022 and March 16, 2022 be adopted as circulated.**
**CARRIED**

## 4. REPORT OF THE CHAIR

Spring is here and I am enjoying the longer days, watching the flowers bloom and the leaves begin to emerge. Spring is also when many farms begin to plant their crops so it is fitting we were able to review a report on access to foodlands in the region. Food security is a vital issue for all of us. We have seen shifts across the food system, from how and where our food is grown to the way we shop, what we choose to eat, and how we prepare our food. One observable trend is how agricultural land is currently used and valued, evolving away from food production to landscape preservation as a rural amenity. With these changes comes rising land values, making it harder for new farmers to access land, learn how to farm and start new farms. One of the objectives within our Regional Growth Strategy is to foster a resilient food and agriculture system. The Regional Foodlands Access Program is one way we can increase access to farmland for new farmers helping to build that resilience. The Business Case we have reviewed has shown us what we need to do to continue moving forward. It will be up to the next CRD Board to use this information and consider establishing a regional foodlands access service. Next month we are going to be holding our final check-in on strategic priorities. We have accomplished a lot during another challenging year. We set an ambitious agenda when we began our term as Board and I am looking forward to reviewing all the work we have done together over the last three and a half years to achieve our goals.

## 5. PRESENTATIONS/DELEGATIONS

### 5.1. Presentations

There were no presentations.

### 5.2. Delegations

**5.2.1. 22-274** Delegation - Devon Goldie; Representing the Ukrainian Canadian Cultural Society of Vancouver Island: Re: Agenda Item 7.2. Support for Ukrainian Canadian Cultural Society of Vancouver Island

D. Goldie spoke to Item 7.2.

## 6. CONSENT AGENDA

**MOVED by Director Taylor, SECONDED by Director Mersereau,**
**That consent agenda items 6.1. through 6.11. be approved.**
**CARRIED**

**6.1.** 22-181 Overview of Rainfall Intensity-Duration-Frequency Curves

**That this report be received for information.**
**CARRIED**

**6.2.** 22-182 Biosolids Management and Planning Update

**That this report be received for information.**
**CARRIED**

**6.3.** 22-186 Core Area Wastewater Treatment Plant Capacity Update

**That this report be received for information.**
**CARRIED**

**6.4.** 22-207 Community Emergency Preparedness Fund: Emergency Operations Centres and Training Grant

**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.**
**CARRIED**

**6.5.** 22-173 2021 Community Works Fund Annual Report

**That the 2021 Community Works Fund Annual Report be received for information.**
**CARRIED**

**6.6.** 22-176 2021 Grants-in-Aid Annual Report

**That the 2021 Grants-in-Aid Annual Report be received for information.**
**CARRIED**

**6.7.** 22-192 Resource Recovery - Construction Demolition and Renovation Waste Opportunities

**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.**
**CARRIED**

**6.8.** 22-229 2022 General Local Election - Appointment of Chief Election Officer and the Deputy Chief Election Officers

**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.**
**CARRIED**

**6.9.** 22-130 Motion with Notice: Notice of Motion Procedure (Directors Taylor, Isitt, and Loveday)

**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.**
**CARRIED**

**6.10.** 22-131 Motion with Notice: CRD Appointees to External Boards (Director Plant)

**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.**
**CARRIED**

**6.11.** 22-203 Regional Housing First Program: Capital Project Update, First Quarter 2022

**That the Regional Housing First Program: Capital Project Update, First Quarter 2022 report be received for information.**
**CARRIED**

## 7. ADMINISTRATION REPORTS

**7.1.** 22-215 CAO Quarterly Progress Report No. 1 - 2022

R. Lapham spoke to Item 7.1. and provided a PowerPoint presentation.

Discussion ensued regarding:
- local community commission on Salt Spring Island
- inclusion of electoral areas in the transportation strategy
- First Nations engagement in the Forum of All Councils
- regional housing first funding

The Board thanked staff for their work.

**MOVED by Director Murdoch, SECONDED by Director Mersereau,**
**That the CAO Quarterly Progress Report No. 1 - 2022 be received for information.**
**CARRIED**

**7.2.** 22-264 Support for Ukrainian Canadian Cultural Society of Vancouver Island

Chair Plant spoke to Item 7.2.

Discussion ensued regarding:
- how much is being requested
- past grants
- grant-in aid policy
- sources of funds for grant-in-aid
- non-financial support options
- regional resources available for refugees
- supporting one crisis and not others

**MOVED by Director Taylor, SECONDED by Director Loveday,**
**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 the amount of $15,000 notwithstanding the Grants-in-aid Policy.**
**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.**
**4. That we refer the matter to member local governments for information.**
**CARRIED**

## 8. REPORTS OF COMMITTEES

### Environmental Services Committee

**8.1.** 22-194 Residential Curbside Recycling Program - Update

L. Hutcheson spoke to Item 8.1.

Discussion ensued regarding:
- public engagement and media coverage on service disruptions
- payment of contractor for additional pick-ups

**MOVED by Director Desjardins, SECONDED by Director Williams,**
**That this report be received for information.**
**CARRIED**

### Governance Committee

**8.2.** 22-231 Best Practices Guide for Meetings

K. Morley spoke to Item 8.2.

**MOVED by Director Murdoch, SECONDED by Director Desjardins,**
**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**.

Discussion ensued regarding the application of the motion "previous question".

Amending Motion
**MOVED by Director Taylor, SECONDED by Director Loveday,**
**That the motion be amended to add:**
**3. That staff be directed to revise the guidelines to retain motions to receive for information.**

Discussion ensued regarding:
- merits of the purpose of the motion to receive for information
- Roberts Rules of Order

The question was called on the amendment.
**3. That staff be directed to revise the guidelines to retain motions to receive for information.**
**DEFEATED**
**Opposed: Blackwell, Brent, Desjardins, Helps, McNeil-Smith, Martin, Mersereau, Murdoch, Orr, Screech, Seaton, Windsor**

The question was called on the main motion.
**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.**
**CARRIED**

## 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"

**MOVED by Director Hicks, SECONDED by Director Martin,**
**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.**
**CARRIED**

**MOVED by Director Hicks, SECONDED by Director Martin,**
**2) That Bylaw No. 4454 be read a third time.**
**CARRIED**

**MOVED by Director Hicks, SECONDED by Director Martin,**
**3) That Bylaw No. 4454 be adopted.**
**CARRIED**

## Planning & Protective Services Committee

**8.4.** 22-164 Regional Foodlands Access Program - Preliminary Business Case

K. Lorrette spoke to Item 8.4.

Discussion ensued regarding:
- next phase in terms of steps of engagement
- providing information for the new board
- staff time required
- awareness to the challenge of growing our own food supply
- provincial land matching program
- vulnerability of our food system and supply chain in light of possible world war, climate change and economy
- economic reconciliation opportunities with first nations

**MOVED by Director McNeil-Smith, SECONDED by Director Mersereau,**
**That the CRD Board direct staff to proceed with the next phase of work to establish a regional foodlands access service by identifying the operational requirements, service participants and funding strategy needed to establish a service.**
**CARRIED**

## Regional Parks Committee

**8.5.** 22-183 Mount Work Regional Park - Draft Management Plan

Vice Chair Mersereau spoke to item 8.5.

Discussion ensued regarding:
- clarification about the environmental monitoring program
- budget doesn't include parking lot costs and parking needs to be managed
- amendments will be included into the plan prior to public engagement
- zoning that protects ecological sensitivity and manage hiking and biking trails

**MOVED by Director Mersereau, SECONDED by Director Martin,**
**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.**
**CARRIED**
**Opposed: Holman**

## 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"

**MOVED by Director Howe, SECONDED by Director Holman,**
**That Bylaw 4472 - “Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021" be adopted.**
**CARRIED**

## 10. NOTICE(S) OF MOTION

**Director Desjardins provided the following Notice of Motion for consideration at a future meeting:**
**That the Capital Regional District Board request that staff bring a report to the CRD Board on the benefit and implementation of monitoring Sewage from McLoughlin for the benefit of understanding COVID levels in our community.**

## 11. NEW BUSINESS

There was no new business.

## 12. MOTION TO CLOSE THE MEETING

**12.1.** 22-239 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 a Legal Update in accordance with Section 90(1)(i) of the Community Charter.**
**CARRIED**

**MOVED by Director Mersereau, SECONDED by Director Loveday,**
**6. 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 3:36 pm.**

## 13. RISE AND REPORT

**The Capital Regional District Board rose from its closed session at 4:23 pm and reported on the following items:**

**In accordance with Bylaw No. 2945, that the following be appointed to the Port Renfrew Fire Protection and Emergency Response Service Commission for a term expiring December 31, 2023: William Forsberg**

**In accordance with Regional Food and Agriculture Task Force Terms of Reference, that the following be appointed to the Regional Food and Agriculture Task Force for a term expiring December 31, 2023: Bob Maxwell, Doug Pepper, Elizabeth Hermsen, Gerard LeBlanc, Ivo Van de Camp, Linda Geggie, Pierre Iachetti, Robin Tunnicliffe, Terry Michell, Virginie Lavallee-Picard**

**In accordance with Bylaw No. 2945, that the following be appointed to the Shirley/Jordan River Advisory Planning Commission for a term expiring December 31, 2022: Wayne Jackaman**

**In accordance with the Solid Waste Advisory Committee Terms of Reference, that the following be appointed to the Solid Waste Advisory Committee for a term expiring April 12, 2024: Robyn Pirie**

**That the Tenant Advisory Committee 2022 Slate of Candidates in Appendix B be approved.**
**The appointments were as follows:**
**- David Wallace**
**- Elizabeth Syring**
**- Katya Naraghi**
**- Nevin Thompson**
**- Christal Coughlin**
**- Constance Fischer**
**- Catherine Novak**
**- Ramona Loewen**

## 14. ADJOURNMENT

**MOVED by Director Brice, SECONDED by Director Murdoch,**
**That the April 13, 2022 Capital Regional District Board meeting be adjourned at 4:24 pm.**
**CARRIED**

_____

**CHAIR**

**CERTIFIED CORRECT:**

_____

**CORPORATE OFFICER**

Making a difference...together

**REPORT TO COMMITTEE OF THE WHOLE**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **2019-2022 Board Strategic Priorities – Annual Check-in**

## ISSUE SUMMARY

To report on progress made to deliver the 2019-2022 Capital Regional District (CRD) Corporate Plan and Board Priorities.

## BACKGROUND

The CRD Board identified its Board Strategic Priorities in early 2019 (see Appendix A). Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements for which the CRD is accountable.

The CRD Board meets in the spring to discuss and confirm the direction for its Strategic Priorities for the upcoming year. This direction shapes the service planning process that identifies recommended funding, timing and service levels to deliver the next year's work. Staff prepare these recommendations through the summer for review by the Committee of the Whole in the fall. The Board provides approval at the Provisional Budget meeting.

As we conclude the 2019-2022 CRD Corporate Plan, the CRD is in a good position to meet the expectations that were set at the start of the term. The Board's leadership has enabled the CRD to make great strides towards delivering meaningful work for the region. The focus over the coming six months will be on finishing and/or operationalizing the work that has been started. As such, staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the incoming Board determines its strategic priorities for the 2023-2026 term.

This report has been produced to provide evidence of the CRD's progress over the last year, to facilitate a discussion about any final changes to be made to the direction.

The CRD Board carried a motion last fall to refer a change to one of the initiatives identified under the First Nations Relations Board Strategic Priority (initiative 3d) to the annual strategic check-in. The proposed amended wording has been included in Appendix B.

## ALTERNATIVES

*Alternative 1*
The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

*Alternative 2*
The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
1. That the level of effort on CRD Board Priorities be adjusted as directed by the Committee of the Whole; and
2. That staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

## IMPLICATIONS

*Financial Implications*
Given the timing of the General Election, the opportunities to make material change(s) to the existing direction and initiatives are substantially reduced, compared to prior years. A change of direction at this stage will have to be specific and limited in scope to have a realistic chance of delivery while staff work with the incoming Board on capturing new strategic priorities for the next term of office.

Any change in strategic direction will have to be addressed and reflected through the 2023 service planning and financial planning processes. Such would likely result in either an increase in resources or would be at the expense of other activities/initiatives that would have otherwise been delivered in 2022 and 2023. Resource implications would be identified in the preliminary budget, brought forward by staff in September 2022.

*Service Delivery Implications*
The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which accompanies the Chief Administrative Officer Quarterly Progress Reports (summarized in Appendix B). The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives (Appendix C) twice a year at the Board Strategic Check-in and Provisional Budget meetings, which take place in the spring and fall respectively. During the course of the year, standing committees and commissions also fulfill an oversight and advisory role in relation to our work. The CRD Annual Report is published in the spring.

This layered oversight ensures that there is transparency over progress year-round and that adjustments can be made to policy in close consultation with the CRD Board, where necessary. The quarterly reports have demonstrated that progress has been made for each of the Board's priorities.

*Alignment with Board & Corporate Priorities*
The 2019-2022 CRD Corporate Plan identifies and prioritizes initiatives that advance Board Priorities and deliver the CRD's core services. Together, the initiatives and actions in the corporate plan respond to the region's collective community needs in consideration of Board priorities, within the CRD's established service mandates, approved plans and corporate priorities.

The 2022-2026 CRD Board Directors will discuss and prioritize a new set of Board Strategic Priorities in the fall. This exercise will guide the subsequent development of a new CRD Corporate Plan.

## CONCLUSION

The Board determines resourcing through its annual review and approval of financial plans. Staff have been progressing initiatives and actions identified in the 2019-2022 CRD Corporate Plan, including Board Strategic Priorities. To support the Board's decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes. As 2023 is a transition year for the CRD Board, the focus of these processes will be on operational continuity and adjustments while the organization prepares new strategic direction.

## RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

| | |
|---|---|
| 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: 2019-2022 CRD Board Strategic Priorities
Appendix B: 2019-2022 CRD Board Strategic Priorities progress report (2022)
Appendix C: 2019-2022 CRD Corporate Plan progress report (2022)

Making a difference...together

# 2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District (CRD) Board
May 11, 2022

**Bob Lapham MCIP RPP**
Chief Administrative Officer

**Kevin Lorette P.Eng. MBA**
General Manager, Planning & Protective Services

# Session outline

1. **Operating Environment Scan** — Bob Lapham

   Objective of today's session and overview

2. **CRD Planning Framework** — Kevin Lorette

   - Board Planning & CRD Board Strategic Priorities Progress Report
   - Service Planning & 2019-2022 CRD Corporate Plan Progress Report

3. **Facilitated Discussion and Board Direction** — Board Chair

   For discussion:

   - ❑ Is progress on the Board Strategic Priorities reasonable?
   - ❑ If not, where would the Board like to see additional effort to advance priorities?

# 1. Operating Environment Scan

Making a difference...together

## External Context*

- Various economic indicators in 2021 and 2022 signal that the regional economy has, in many ways, surpassed pre-pandemic performance.
- Cost of living indicators, including the Consumer Price Index, are all showing significant lifts. Further interest rate increases are expected which may have many direct and indirect impacts, including on cost of borrowing, cost of living and construction costs.
- Population growth and regional economic activity continues to drive strong demand and utilization of CRD services.

### Internal Context

- The CRD has experienced growth in many core services in the past five years, driven by community need and guided by the CRD Corporate Plan.
- As demand for operational staff's time and services increases, so does demand on the corporate divisions that provide organization-wide functions

#### Corporate Context

- The CRD has maintained delivery momentum across its services, initiative and workplans throughout the pandemic.
- Management and staff continue to show flexibility and adaptability as they continue delivering Board and Corporate priorities and meet increased regional demand for services.

*For comprehensive analysis of economic indicators, please refer to the 2023 Service and Financial Planning Guidelines presented to Finance Committee of May 4, 2022

# 2. CRD Planning Framework

## Board Planning

**2019** Identify Board Strategic Priorities and community needs with Board. Align CRD Corporate Plan and resources to strategic direction.

**2020** Initiate the work on the bulk of the initiatives. Maintain momentum on mandated and core service delivery.

**2021** Keep up high level of effort to deliver approved initiatives that are progressing and initiate additional, new initiatives. Ensure mandated and core services continue to be delivered in line with expectations.

**2022** Initiatives that have been progressing over the course of the Board term are either operationalized (i.e. absorbed into day-to-day activities and service level adjusted to accommodate) or, if they were a one-off piece of work, completed and brought to a close.

**2023** Deliver strategic planning exercise with incoming Board to identify new Board Strategic Priorities and community needs. Align CRD Corporate Plan and resources to new strategic direction.

# 2. CRD Planning Framework

## CRD Board Strategic Priorities Progress Report

Making a difference...together

**Community Wellbeing – Transportation & Housing**

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 1a Multi-Modal Transportation | Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling. | 19 20 21 22 | **Operationalized Q4 2021**. In Q3 2021 the Capital Regional District (CRD) Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill transportation priority gaps and advance regional transportation priorities. The mandate for Regional Trails was added to the Transportation Committee in 2022 and removed from the Regional Parks Committee Terms of Reference.<br><br>The Board Chair and Vice Chair have twice met with the Minister of Transportation and Infrastructure to discuss regional transportation priorities and request improved funding streams for regional active transportation infrastructure. An application has been submitted to the Federal Active Transportation Fund for regional trail improvements. |
| 1b E&N Corridor | 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. | 19 20 21 22 | **Operationalized Q1 2021**. The Province's South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.<br><br>The CRD Board approved an advocacy motion in Q2 2021 to plan for long term transportation needs by maintaining and upgrading the E&N right-of-way for future use as a transportation corridor. Advocacy on this item continues at the elected official, executive and staff levels. |
| 1c Affordable Housing | 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. | 19 20 21 22 | The Government of Canada announced a further $11.3M in federal funds (Rapid Housing Initiative) to create 46 new affordable homes in the capital region.<br><br>Capital Region Housing Corporation (CRHC), in partnership with the CRD and the Province, began construction of 58 new units of affordable housing in Langford through the Community Housing Fund. Construction is anticipated to be complete in fall 2022. A total of 120 units were opened in 2021.<br><br>Through Reaching Home the CRD distributed $3.2M in funding (COVID-19 Emergency Response funding) and allocated $1.8M and $1.2M in funding to the Designated Communities funding stream and the Indigenous Homelessness funding stream respectively for projects in 2021/2022.<br><br>By the end of Q1 2022, CRD had allocated $72.2M through the Regional Housing First Program. |

# 2. CRD Planning Framework

## CRD Board Strategic Priorities Progress Report

Making a difference...together

| Climate Action & Environmental Stewardship | We envision reduced greenhouse gas (GHG) emissions, Triple bottom-line solutions and progress on adaptation. |
|---|---|

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 2a Climate Emergency | Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. | 19 20 21 22 | **Operationalized in Q1 2022.** In Q4 2021 the CRD Board approved the new CRD Climate Action Strategy. The plan was then shared with electoral areas and municipalities, per Board direction. The CRD Board adopted Bylaw No. 4468 in Q1 2022 to amend the annual requisition for the Climate Action service to fund new initiatives recommended in this strategy. |
| 2b GHG from buildings, transportation and solid waste | Work with local governments to further reduce emissions from buildings, transportation and solid waste. | 19 20 21 22 | **Operationalized in Q1 2022.** The CRD coordinated a regional contract to provide the BC Sustainable Energy Association's Cool It! Workshops in schools and continued to promote BC's home heating fuel-switching rebate program. The Bring it Home 4 Climate program was extended to Q2 2022. |
| 2c Environmental Resource Management | Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. | 19 20 21 22 | The CRD Board approved the new Solid Waste Management Plan in Q2 2021. Staff submitted the plan to the Province for approval. A short-term solid waste workplan was approved by the Environmental Services Committee in Q3 2021.<br><br>The CRD shortlisted industry submissions for the design, construction and five-year operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewal gas. Staff initiated a 'by-invitation' procurement process. Staff expect to bring the matter back to the CRD Board in Q3 2022 for final approval. |
| 2d Regional Parks | Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy. | 19 20 21 22 | **Operationalized in Q1 2022.** Public survey and virtual open houses for the Regional Trail widening and Lighting project were completed in Q2 2021.<br><br>Regional Parks acquired additional land adjacent to Mount Work Regional Park in Q2 2021. The contract for the design of the oxygenation system at Elk/Beaver Lakes was awarded in Q3 2021. Construction expected to start in Q2 2022.<br><br>Through budget, the CRD Board approved the implementation of a new sustainable funding model for future regional parks land acquisitions in Q1 2022. |
| 2e Environmental Protection | Develop model bylaws and best practices for use by municipalities and electoral areas. | 19 20 21 22 | The CRD shared the results of the Regional Electric Vehicle Charging Roadmap with the CRD Board and hosted a stakeholder webinar. The CRD coordinated Step Code consultation planning on behalf of municipal partners in preparation for the mandatory implementation of BC Energy Step Code in 2022. |

# 2. CRD Planning Framework

## CRD Board Strategic Priorities Progress Report

Making a difference...together

| First Nations Reconciliation | We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals. |
|---|---|

● On track ● Delayed ● Operationalized ○ Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 3a First Nations Leadership | Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. | 19 20 21 22 | Staff have continued outreach to First Nations that may have interest in participating in CRD committee tables. The Tsarlip First Nation nominated a councillor and alternate in Q2 2021. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.<br><br>Intercultural Skills Training was offered to CRD directors in Q1 2022 to support building positive, respectful and reciprocal working relationships with First Nations participating on CRD committees. Cultural Safety Training for all CRD staff was rolled out in Q1 2022. |
| 3b Service Delivery | Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. | 19 20 21 22 | The CRD Board endorsed the First Nations Honorarium Policy in Q2 2021.<br><br>Work continued to establish a First Nation Economic Opportunity Portal to advance procurement opportunities and support Indigenous employment at the CRD. This includes web content developed in Q4 2021 outlining requirements and process for working with the CRD.<br><br>The CRD sought to support First Nations in achieving their economic goal through the ongoing partnership with the Te'mexw Treaty Table the Pacheedaht Treaty Table. |
| 3c First Nations Traditional Practices | 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. | 19 20 21 22 | Training started to support the new Protection and Conservation of Heritage Sites Policy and BC Archaeology Brand's Remote Access to Archaeological Data tool. Archeological Chance Find Training was provided to staff involved in land altering works.<br><br>The CRD worked with Southern Gulf Island (SGI) Commissioners to support their request for the inclusion of Indigenous language place names, and territorial acknowledgements on parks signage. Regional Parks also worked with First Nations to include language and perspectives on new park kiosks. |
| 3d First Nations Ecological Asset Management | Prepare an ecological asset management plan. | 19 20 21 22 | This initiative has been deferred to the Board Strategic check-in. Proposed change to wording as follows:<br><br>*Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management.* |

# 2. CRD Planning Framework

## CRD Board Strategic Priorities Progress Report

Making a difference...together

### Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

On track  Delayed  Operationalized  Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 4a Electoral Area Advocacy | Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. | 19 20 21 22 | **Operationalized Q2 2021**. The SGI Connectivity Plan was completed in Q2 2021. The report summarized current levels of connectivity in the region and provided a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report described alternatives and provided recommendations and cost estimates. SGI Electoral Area Administration continued to support third-party proposals for internet service infrastructure improvements and consider partnership agreements with Connected Coast. |
| 4b Electoral Area Governance | Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. | 19 20 21 22 | **Operationalized Q3 2021**. The Salt Spring Island (SSI) Water Optimization Study was completed. The water improvement district is now considering options. Provincial direction may be sought in due course.<br><br>Staff continue to advance governance improvements for local area commissions. Staff have advanced a request to the Province for a governance and services study grant on behalf of the Magic Lake Estates Property Owners Society (Pender Island) and are working with the SSI Electoral Area (EA) Director on exploring the feasibility of a Local Community Commission on SSI. |
| 4c Effective response to emergencies | Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. | 19 20 21 22 | **Operationalized in Q1 2022.** The CRD oversaw the transition of several contracts, systems and services in 2021:<br>• The Public Alert Notification System was successfully transitioned to a new provider in Q2. The system has been performing as expected since.<br>• The FireSmart program for the electoral areas was initiated in Q2 following a successful UBCM grant application. A FireSmart Coordinator was appointed in Q3.<br>• A new Emergency Management Software was implemented in Q4.<br>• The Fire Dispatch service was transitioned to a new service provider in Q4.<br><br>The Policy Group of the Regional Emergency Management Partnership (REMP) met in Q3 2021 and received the annual report for information. |

Continues on next page

# CRD Board Strategic Priorities Progress Report

## Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 4d Triple Bottom-Line | Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. | 19 20 21 22 | **Operationalized Q3 2021**. Reserve guidelines were established and reported back through the Finance Committee to the CRD Board on July 14th, 2021. The Guideline established 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. |
| 4e Arts | Facilitate a discussion of the region's art facility needs and explore partnership to support 100% participation in the CRD arts function. | 19 20 21 22 | **Referred for consideration of the new Board.** The CRD Board approved an establishing bylaw for a new region-wide Performing Arts Facilities Services in Q3 2021. On the same day, the Board defeated the motion to seek approval by way of region-wide Alternative Approval Process.<br><br>The CRD Board has referred the matter to the strategic planning session with the incoming board in the fall of 2022. |
| 4f Economic Development | Explore how the CRD can best contribute to regional economic development. | 19 20 21 22 | **Operationalized Q2 2021**. The CRD continued to advance advocacy initiatives identified by the SGI and SSI community economic development commissions.<br><br>The SSI Electoral Administration contract with Rural Island Economic Partnership (RIEP) is ongoing and regular reporting to the commission has been taking place as work progresses<br><br>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. |

# 2. CRD Planning Framework

## Service Planning

The CRD's service planning framework is a multi-step coordinated process involving the whole organization.

1. The CRD Board meets annually in late spring to confirm the strategic direction for the following year.

2. This strategic direction, along with direction from committees about advancing corporate priorities, informs the recommendations brought forward by staff for new initiatives, resourcing and core service delivery adjustments.

3. The outputs of this work – Community Need Summaries – are routed for approval through the Committee of the Whole during the fall. The CRD Board completes the process by approving proposed resourcing and service adjustments at provisional budget in October*.

Today's session is the first stage in this multi-step coordinated process.

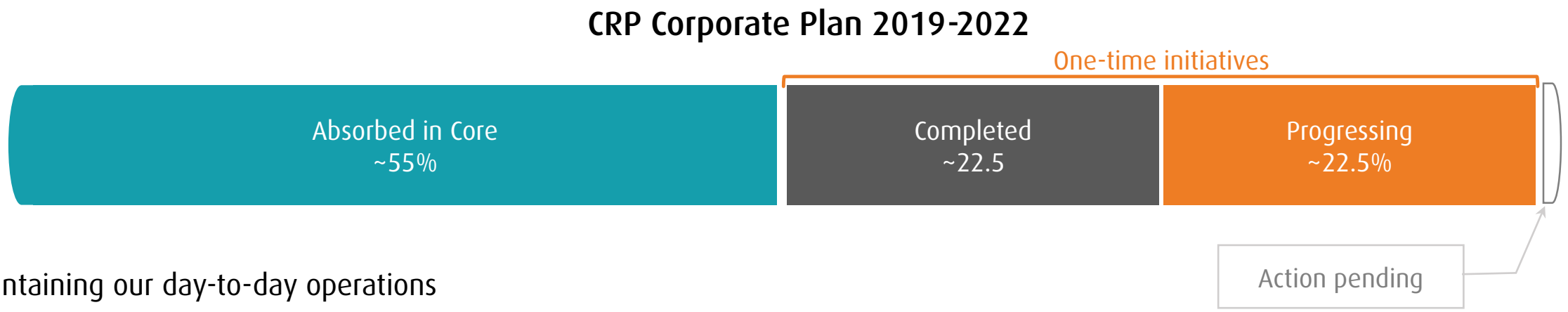



*September during a General Election year

## 2019-2022 CRD Corporate Plan Progress Report

Please see Progress Update CRD Corporate Plan 2019-2022 (Appendix C) for detailed overview of progress to date on each initiative.

- Over 200 initiatives were initiated during this Board term.
- Over three quarters of the initiatives initiated have been implemented and absorbed as part of a core service adjustment (teal) or completed (grey) as a one-time initiative.
- Around a quarter of the initiatives started during this Board term are still being progressed as a one-off initiative (orange). The implementation of some multi-year, larger-scale initiatives will continue beyond the current Board term.
- A negligible number of approved initiatives have been paused due to external factors or the operational impacts of the COVID-19 pandemic, but will continue progressing as soon as circumstances allow.




### Maintaining our day-to-day operations

CRD staff continue to deliver 200+ core services at a regional, sub-regional and local level.

Support Services continue to support the corporation with day-to-day operations.

# 3. Facilitated discussion and Board direction

Making a difference...together

## For discussion:

- ❑ Is progress on the Board Strategic Priorities reasonable?
- ❑ If not, where would the Board like to see additional effort to advance priorities?

Appendix A

# CRD Board Priorities on a Page

Making a difference...together

| Priorities | Community Wellbeing – Transportation & Housing | Climate Action & Environmental Stewardship | First Nations Reconciliation | Advocacy, Governance & Accountability |
|---|---|---|---|---|
| **Initiatives** | • 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.<br>• 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.<br>• 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 & growing population, including vulnerable residents. | • Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.<br>• Work with local governments to further reduce emissions from buildings, transportation and solid waste.<br>• Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.<br>• 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.<br>• Develop model bylaws and best practices for use by municipalities and electoral areas. | • Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.<br>• Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.<br>• 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.<br>• 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. | • Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.<br>• Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.<br>• Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.<br>• Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.<br>• Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.<br>• Explore how the CRD can best contribute to regional economic development. |
| **Desired Outcomes** | • We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing. | • We envision reduced GHG emissions, triple bottom-line solutions and progress on adaptation. | • We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals. | • We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability. |



# Capital Regional District

## 2019-2022 Board Priorities

# Table of Contents


## 2019 - 2022 Board Priorities

Message from the Board 1
Board of Directors (2019 - 2022) 2
About the CRD 3
Corporate Statements 4

## Priority Setting

Priority Setting 6
Connecting Board Priorities to Action 7

## Board Priorities

2019 - 2022 Board Priorities 9
Desired Outcomes 10

- Community Wellbeing - Transportation & Housing 11
- Climate Actions & Environmental Stewardship 12
- First Nations Reconciliation 13
- Advocacy, Governance & Accountability 14

Next Steps 15
Key Documents 16

# Message from the Board

As the 2019 – 2022 Capital Regional District (CRD) Board of Directors, we are the mayors and councillors in each municipality and representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify risks and opportunities, and we work together as the CRD Board for the benefit of the region as a whole.

The continued growth of the region brings new opportunities and deepens existing issues for our communities, requiring decisive and collaborative action to set the strategic course for the CRD over the next four years.

We invite you to read this plan to see how we will work together to build a vibrant, livable and sustainable region.

## Responding to Community Issues

As the CRD Board of Directors, we voice the needs of our constituents and direct the CRD's actions to respond.

In our Board planning sessions, we discussed a range of community issues, including but not limited to:

- Arts
- Climate Change
- Budgeting
- Environmental Protection
- Emergency Services
- Electoral Areas
- Farmland
- First Nations Reconciliation
- Governance & Service Delivery
- Health
- Housing
- Regional Parks
- Transportation
- Waste Management

## Board Priorities & Initiatives

While all issues are important, limited resources require the Board to make strategic decisions. The Board carefully selected strategic priorities and associated initiatives that can be addressed within the CRD's legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Accordingly, this document focuses on initiatives that we would like the CRD to address in addition to ongoing initiatives. Through the CRD's established service planning and budget processes, we will determine how best to fund our priorities/initiatives, with a focus on delivering value to taxpayers.

# Board of Directors (2019–2022)

Our 24-member Board is composed of one or more elected officials from each of the local governments within the CRD boundaries. Each local government holds one director position on the Board for every 25,000 people (or portion thereof).

- Denise **BLACKWELL**, Langford (*2018 Vice-Chair*)
- Susan **BRICE**, Saanich
- Barbara **DESJARDINS**, Esquimalt
- Fred **HAYNES**, Saanich
- Lisa **HELPS**, Victoria
- Mike **HICKS**, Juan de Fuca Electoral Area
- Gary **HOLMAN**, Salt Spring Island Electoral Area
- Dave **HOWE**, Southern Gulf Islands Electoral Area
- Ben **ISITT**, Victoria
- Jeremy **LOVEDAY**, Victoria
- Rob **MARTIN**, Colwood
- Cliff **MCNEIL-SMITH**, Sidney
- Rebecca **MERSEREAU**, Saanich
- Kevin **MURDOCH**, Oak Bay
- Geoff **ORR**, North Saanich
- Colin **PLANT**, Saanich (*2018 Chair*)
- John **RANNS**, Metchosin
- David **SCREECH**, View Royal
- Lanny **SEATON**, Langford
- Maja **TAIT**, Sooke
- Ned **TAYLOR**, Saanich
- Ken **WILLIAMS**, Highlands
- Ryan **WINDSOR**, Central Saanich
- Geoff **YOUNG**, Victoria



Photo: Derek Ford

# About the CRD

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas (EA) on southern Vancouver Island and the Gulf Islands, serving more than 393,000 residents. The traditional territories of over 20 First Nations span portions of the region and 11 of those hold reserve lands throughout the capital region.

The Capital Regional District (CRD) was incorporated in 1966 to provide regional decision-making on issues that transcend municipal boundaries and to enable more effective service delivery to residents regionally, sub-regionally and locally.

As a local government, the CRD develops partnerships to facilitate and deliver projects and services to ensure a sustainable, livable and vibrant capital region.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models.

The CRD has more than 200 services, infrastructure and financing agreements with municipalities and electoral areas. CRD services are organized into the following categories:

- **Regional**, where all municipalities and electoral areas are served;
- **Sub-regional**, where two or more jurisdictions are served;
- **Local**, in the electoral areas where the CRD is the local government.

The CRD works collaboratively with First Nations and other levels of governments and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services.

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,418 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.

# Corporate Statements

## Mission

We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization.

## Vision

Our communities strive to achieve exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society. Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.

## Reconciliation

The CRD's boundaries span the Traditional Territories of over 20 First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.

The CRD is part of a national movement towards Reconciliation with Canada's Indigenous peoples, informed by:

- The Truth and Reconciliation Commission's Calls to Action
- The United Nations Declaration on the Rights of Indigenous Peoples
- Sec. 35 of the Canadian Charter of Rights and Freedoms
- The Douglas Treaties and the BC Modern Treaty process

For the full Statement of Reconciliation, please visit: **www.crd.bc.ca/firstnations.**



# Priority Setting

# Priority Setting

## Priorities

For our 2019 - 2022 mandate, with an annual review, we agreed to focus on the following regional priorities:

- Community Wellbeing - Transportation & Housing
- Climate Change Adaptation & Mitigation
- First Nations Reconciliation
- Advocacy, Governance & Accountability (including EA-specific initiatives)

As part of the above regional priorities, we identified two electoral area initiatives that apply where the CRD serves as the local government, specifically Juan de Fuca, Salt Spring Island and the Southern Gulf Islands. The two initiatives call for an advocacy strategy to ensure all occupied properties have high-speed internet access and a comprehensive strategy and operational review to reflect the unique governance needs of each electoral area.

## Strategic Planning Process

Through a series of facilitated Board meetings, beginning in November 2018 and ending in January 2019, we set the strategic priorities for our 2019 - 2022 mandate. Our priorities complement existing plans and budgets developed over many years.

The creation of this document involved consultation with Directors (surveys and discussions) and several Board planning sessions.

We, the Board, approved the 2019 - 2022 priorities on February 13, 2019.

# Connecting Board Priorities to Action

Organizational efforts are aligned to ensure work is prioritized according to Board direction. Robust corporate planning processes consider existing CRD strategies, organizational mandates and resource availability to ensure the CRD delivers on Board expectations and administrative/operational obligations.

## Internal Capacity

Board priorities cannot be fully implemented without sufficient internal capacity - be it systems (e.g. budgeting and information technology) or people (e.g. training, performance management, retention and recruitment). The CRD's Organizational Development Plan addresses organizational management.

## Planning & Budgeting

Board priorities guide the strategic direction of the CRD. To deliver on Board priorities and corporate obligations, executive staff create a Corporate Plan that guides service delivery over the Board's four-year mandate. The Corporate Plan is implemented through annual Board approval of divisional service plans. Service plans detail service levels, actions, measurable targets and resources required to achieve Board and corporate priorities. Board approval of financial plans and budgets provides the resources for implementation.

## Implementation

Once resourced, staff move to deliver on Board priorities and initiatives.

## Accountability & Transparency

Staff report quarterly and annually on progress towards achieving Board priorities and on significant budget variances and emerging risks. Through the corporate planning process, key performance indicators will be developed to track progress.



# Board Priorities

# 2019 - 2022 Board Priorities



## Community Wellbeing – Transportation & Housing

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.



## Climate Action & Environmental Stewardship

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.



## First Nations Reconciliation

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



## Advocacy, Governance & Accountability

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD does not have the direct mandate to address.

# Desired Outcomes



## Community Wellbeing – Transportation & Housing

We envision residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.



## Climate Action & Environmental Stewardship

We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.



## First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



## Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.



## Community Wellbeing – Transportation & Housing

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.

### Why?

The region currently faces issues of unaffordable housing, as well as lengthy and costly commutes. These issues negatively impact community wellbeing and do not meet the long-term needs of our communities.

### Initiatives

| | |
|---|---|
| **1a** | Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling. |
| **1b** | Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. |
| **1c** | Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents. |

### Desired Outcome

We envision residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.



## Climate Action & Environmental Stewardship

The CRD Board will encourage and implement bold action on climate change by protecting and enhancing its natural and built assets to achieve environmental resilience, food security, managed growth and continued wellbeing of our current and future residents.

### Why?

The impacts of climate change are already being felt globally and locally, and these impacts will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we do our part to stabilize the climate and adapt.

### Initiatives

| | |
|---|---|
| **2a** | Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. |
| **2b** | Work with local governments to further reduce emissions from buildings, transportation and solid waste. |
| **2c** | Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. |
| **2d** | Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. |
| **2e** | Develop model bylaws and best practices for use by municipalities and electoral areas. |

### Desired Outcome

We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.



## First Nations Reconciliation

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.

### Why?

It is important to acknowledge historic harms, overcome current inequities and respect local indigenous laws and culture.

### Initiatives

| | |
|---|---|
| **3a** | Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. |
| **3b** | Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. |
| **3c** | Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. |
| **3d** | Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management. |

### Desired Outcome

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



## Advocacy, Governance & Accountability

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 collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region's residents.

### Why?

There are issues that require regional action outside the CRD's service mandate. Where the CRD does not have a direct mandate, the Board can advocate on behalf of the CRD. Through partnerships and effective governance, the CRD can leverage resources, extend its impact to more communities and achieve greater outcomes.

### Initiatives

| | |
|---|---|
| **4a** | Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. |
| **4b** | Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. |
| **4c** | Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. |
| **4d** | Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. |
| **4e** | Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs. |
| **4f** | Explore how the CRD can best contribute to regional economic development. |

### Desired Outcome

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

## Next Steps

To achieve our priorities, we commit to work collaboratively with each other and to direct the CRD with clarity and accountability. CRD staff will undertake specific actions that will be outlined in the 2019-2022 Corporate Plan and staff will report back on the progress of these actions at regular intervals. In turn, progress on our priorities and initiatives will be regularly updated to reflect our commitment to continually evolve and adapt.

We will focus on a handful of initiatives at one time, and, as they are completed or well underway, we will address remaining initiatives.

To ensure the Board priorities and initiatives continue to respond to the needs of our communities, we will review the 2019-2022 Board Priorities on an annual basis to confirm or revise the agreed-upon initiatives.

This document is available on **www.crd.bc.ca/plans**.

# Key Documents

The following plans relate to the Board's priorities and guide CRD operations. Please visit our website at **www.crd.bc.ca/plans** to view all plans.

## Community Wellbeing – Transportation & Housing

- Capital Region Housing Corporation (CRHC) Strategic Plan
- Regional Housing Affordability Strategy (RHAS)
- Regional Growth Strategy (RGS)
- Regional Transportation Strategy (RTP)

## Climate Action & Environmental Stewardship

- Corporate Climate Action Strategy (CCAS)
- Regional Climate Action Strategy (RCAS)
- Regional Food & Agricultural Strategy (RFAS)
- Regional Parks Strategic Plan
- Solid Waste & Resource Management Plan (SWMP)

## First Nations Reconciliation

- First Nations Task Force Final Report
- Statement of Reconciliation

## Advocacy, Governance & Accountability

- Regional Water Supply Strategic Plan
- CRD Arts & Culture Support Service Strategic Plan

## Other

- Organizational Development Plan (ODP)
- Corporate Asset Management Strategy (CAMS) [link will be provided pending CAMS approval in Spring 2019]

**Note:** The strategic plans contained herein have a regional focus. Please note, there are various sub-regional strategic plans that also guide operations.

## Photo Acknowledgment

The photos in this document were taken within the boundaries of the Capital Regional District. We wish to acknowledge the photographers whose work is featured here, including:

- Devin **CARD**
- Derek **FORD**
- istock.com/**PSAHOTA**

**Cover Photo**
**Credit:** P. Sahota
**Location:** Mount Douglas

Making a difference...together

# CRD Board Strategic Priorities Progress Report

## Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 1a Multi-Modal Transportation | Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling. | 19 20 21 22 | **Operationalized Q4 2021**. In Q3 2021 the Capital Regional District (CRD) Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill transportation priority gaps and advance regional transportation priorities. The mandate for Regional Trails was added to the Transportation Committee in 2022 and removed from the Regional Parks Committee Terms of Reference.<br><br>The Board Chair and Vice Chair have twice met with the Minister of Transportation and Infrastructure to discuss regional transportation priorities and request improved funding streams for regional active transportation infrastructure. An application has been submitted to the Federal Active Transportation Fund for regional trail improvements. |
| 1b E&N Corridor | 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. | 19 20 21 22 | **Operationalized Q1 2021**. The Province's South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.<br><br>The CRD Board approved an advocacy motion in Q2 2021 to plan for long term transportation needs by maintaining and upgrading the E&N right-of-way for future use as a transportation corridor. Advocacy on this item continues at the elected official, executive and staff levels. |
| 1c Affordable Housing | 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. | 19 20 21 22 | The Government of Canada announced a further $11.3M in federal funds (Rapid Housing Initiative) to create 46 new affordable homes in the capital region.<br><br>Capital Region Housing Corporation (CRHC), in partnership with the CRD and the Province, began construction of 58 new units of affordable housing in Langford through the Community Housing Fund. Construction is anticipated to be complete in fall 2022. A total of 120 units were opened in 2021.<br><br>Through Reaching Home the CRD distributed $3.2M in funding (COVID-19 Emergency Response funding) and allocated $1.8M and $1.2M in funding to the Designated Communities funding stream and the Indigenous Homelessness funding stream respectively for projects in 2021/2022.<br><br>By the end of Q1 2022, CRD had allocated $72.2M through the Regional Housing First Program. |

# CRD Board Strategic Priorities Progress Report

## Climate Action & Environmental Stewardship

We envision reduced greenhouse gas (GHG) emissions, Triple bottom-line solutions and progress on adaptation.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 2a Climate Emergency | Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. | 19 20 21 22 | **Operationalized in Q1 2022.** In Q4 2021 the CRD Board approved the new CRD Climate Action Strategy. The plan was then shared with electoral areas and municipalities, per Board direction. The CRD Board adopted Bylaw No. 4468 in Q1 2022 to amend the annual requisition for the Climate Action service to fund new initiatives recommended in this strategy. |
| 2b GHG from buildings, transportation and solid waste | Work with local governments to further reduce emissions from buildings, transportation and solid waste. | 19 20 21 22 | **Operationalized in Q1 2022.** The CRD coordinated a regional contract to provide the BC Sustainable Energy Association's Cool It! Workshops in schools and continued to promote BC's home heating fuel-switching rebate program. The Bring it Home 4 Climate program was extended to Q2 2022. |
| 2c Environmental Resource Management | Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. | 19 20 21 22 | The CRD Board approved the new Solid Waste Management Plan in Q2 2021. Staff submitted the plan to the Province for approval. A short-term solid waste workplan was approved by the Environmental Services Committee in Q3 2021.<br><br>The CRD shortlisted industry submissions for the design, construction and five-year operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewal gas. Staff initiated a 'by-invitation' procurement process. Staff expect to bring the matter back to the CRD Board in Q3 2022 for final approval. |
| 2d Regional Parks | Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy. | 19 20 21 22 | **Operationalized in Q1 2022.** Public survey and virtual open houses for the Regional Trail widening and Lighting project were completed in Q2 2021.<br><br>Regional Parks acquired additional land adjacent to Mount Work Regional Park in Q2 2021. The contract for the design of the oxygenation system at Elk/Beaver Lakes was awarded in Q3 2021. Construction expected to start in Q2 2022.<br><br>Through budget, the CRD Board approved the implementation of a new sustainable funding model for future regional parks land acquisitions in Q1 2022. |
| 2e Environmental Protection | Develop model bylaws and best practices for use by municipalities and electoral areas. | 19 20 21 22 | The CRD shared the results of the Regional Electric Vehicle Charging Roadmap with the CRD Board and hosted a stakeholder webinar. The CRD coordinated Step Code consultation planning on behalf of municipal partners in preparation for the mandatory implementation of BC Energy Step Code in 2022. |

# CRD Board Strategic Priorities Progress Report

## First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

On track  Delayed  Operationalized  Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 3a First Nations Leadership | Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. | 19 20 21 22 | Staff have continued outreach to First Nations that may have interest in participating in CRD committee tables. The Tsarlip First Nation nominated a councillor and alternate in Q2 2021. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.<br><br>Intercultural Skills Training was offered to CRD directors in Q1 2022 to support building positive, respectful and reciprocal working relationships with First Nations participating on CRD committees. Cultural Safety Training for all CRD staff was rolled out in Q1 2022. |
| 3b Service Delivery | Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. | 19 20 21 22 | The CRD Board endorsed the First Nations Honorarium Policy in Q2 2021.<br><br>Work continued to establish a First Nation Economic Opportunity Portal to advance procurement opportunities and support Indigenous employment at the CRD. This includes web content developed in Q4 2021 outlining requirements and process for working with the CRD.<br><br>The CRD sought to support First Nations in achieving their economic goal through the ongoing partnership with the Te'mexw Treaty Table the Pacheedaht Treaty Table. |
| 3c First Nations Traditional Practices | 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. | 19 20 21 22 | Training started to support the new Protection and Conservation of Heritage Sites Policy and BC Archaeology Brand's Remote Access to Archaeological Data tool. Archeological Chance Find Training was provided to staff involved in land altering works.<br><br>The CRD worked with Southern Gulf Island (SGI) Commissioners to support their request for the inclusion of Indigenous language place names, and territorial acknowledgements on parks signage. Regional Parks also worked with First Nations to include language and perspectives on new park kiosks. |
| 3d First Nations Ecological Asset Management | Prepare an ecological asset management plan. | 19 20 21 22 | This initiative has been deferred to the Board Strategic check-in. Proposed change to wording as follows:<br><br>*Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management.* |

# CRD Board Strategic Priorities Progress Report

## Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 4a Electoral Area Advocacy | Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. | 19 20 21 22 | **Operationalized Q2 2021**. The SGI Connectivity Plan was completed in Q2 2021. The report summarized current levels of connectivity in the region and provided a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report described alternatives and provided recommendations and cost estimates. SGI Electoral Area Administration continued to support third-party proposals for internet service infrastructure improvements and consider partnership agreements with Connected Coast. |
| 4b Electoral Area Governance | Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. | 19 20 21 22 | **Operationalized Q3 2021**. The Salt Spring Island (SSI) Water Optimization Study was completed. The water improvement district is now considering options. Provincial direction may be sought in due course.<br><br>Staff continue to advance governance improvements for local area commissions. Staff have advanced a request to the Province for a governance and services study grant on behalf of the Magic Lake Estates Property Owners Society (Pender Island) and are working with the SSI Electoral Area (EA) Director on exploring the feasibility of a Local Community Commission on SSI. |
| 4c Effective response to emergencies | Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. | 19 20 21 22 | **Operationalized in Q1 2022.** The CRD oversaw the transition of several contracts, systems and services in 2021:<br>• The Public Alert Notification System was successfully transitioned to a new provider in Q2. The system has been performing as expected since.<br>• The FireSmart program for the electoral areas was initiated in Q2 following a successful UBCM grant application. A FireSmart Coordinator was appointed in Q3.<br>• A new Emergency Management Software was implemented in Q4.<br>• The Fire Dispatch service was transitioned to a new service provider in Q4.<br><br>The Policy Group of the Regional Emergency Management Partnership (REMP) met in Q3 2021 and received the annual report for information. |

Continues on next page

# CRD Board Strategic Priorities Progress Report

## Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

On track · Delayed · Operationalized · Not started/On hold

| Initiatives | Description | Status | Key deliverables as of May 2022 |
|---|---|---|---|
| 4d Triple Bottom-Line | Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. | 19 20 21 22 | **Operationalized Q3 2021**. Reserve guidelines were established and reported back through the Finance Committee to the CRD Board on July 14, 2021. The Guideline established 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. |
| 4e Arts | Facilitate a discussion of the region's art facility needs and explore partnership to support 100% participation in the CRD arts function. | 19 20 21 22 | **Referred for consideration of the new Board.** The CRD Board approved an establishing bylaw for a new region-wide Performing Arts Facilities Services in Q3 2021. On the same day, the Board defeated the motion to seek approval by way of region-wide Alternative Approval Process.<br><br>The CRD Board has referred the matter to the strategic planning session with the incoming Board in the fall of 2022. |
| 4f Economic Development | Explore how the CRD can best contribute to regional economic development. | 19 20 21 22 | **Operationalized Q2 2021**. The CRD continued to advance advocacy initiatives identified by the SGI and SSI community economic development commissions.<br><br>The SSI Electoral Administration contract with Rural Island Economic Partnership (RIEP) is ongoing and regular reporting to the commission has been taking place as work progresses.<br><br>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. |

# PROGRESS UPDATE (2022)
# CRD CORPORATE PLAN 2019-2022

Appendix C

Core service adjustments | New initiative or program | On hold/no action | Completed

* NEW – Not in Corporate Plan

| Affordable Housing | 19 | 20 | 21 | 22 | Next steps |
|---|---|---|---|---|---|
| 1a-1 Affordable housing per Regional Growth Strategy | | IBC | | | Implemented through 1a-2 |
| 1a-2/1a-3 Housing investment through RHFP/CRHC | | IBC | IBC | IBC | 109 units planned for 2022 & 206 units under construction |
| 1a-4 Housing continuation beyond RHFP | | IBC | | | Policy framework in development for future options |
| 1a-5 Housing affordability measurements | | IBC | | | Implementation of outcomes from 1a-8 |
| 1a-6 Housing assets improvements | | IBC | | | |
| 1a-7 Greater Victoria Coalition to End Homelessness | | IBC | | | Supported extension to Aboriginal Coalition to End Homelessness |
| 1a-8 Municipal housing support | | IBC | | | Administration of new/existing agreements ongoing |
| 1a-9 Housing system improvement | | IBC | | | |
| 1a-10* Reaching Home program | | IBC | IBC | IBC | Funding increased threefold to $3.1M in 2022/23 & 2023/24 |
| 1a-11* SGI Housing Strategy | | | IBC | | Recommendations & actions to be considered by Board for 2023 |
| **Transportation** | | | | | |
| 2a-1 Multi-modal transportation system | | IBC | | IBC | Implementation of Board-endorsed Regional Transportation Priorities |
| 2a-2 E&N corridor | | IBC | | | Advocacy strategy included in Regional Transportation Priorities |
| 2b-1 Partner collaboration for multi-modal work | | IBC | | | Provide advice and expertise to working groups |
| 2b-2 School transportation planning | | IBC | | | School transportation plans rolled out annually |
| 2c-1 Regional transportation data | | IBC | | | Expanding automated bike counter network |
| 2d-1 Traffic safety education | | IBC | | | Providing cycling and pedestrian safety grants & Constable Becket scholarship |
| 2e-1 SSI transit service evaluation | | IBC | | | |
| 2e-2 SSI cycling & pedestrian infrastructure investment | | IBC | | | |
| 2e-3 SGI public transportation service | | IBC | | IBC | Service establishment in planning stage |
| 2e-4 Assess safety & quality of dock infrastructure | | | | | Infrastructure upgrades to be completed by end of 2022 |
| **First Nations Relations** | | | | | |
| 3a-1 First Nations Regional Planning | | IBC | | | Outreach to First Nations ongoing; alternative mechanisms proposed for government-to-government relations will be considered |
| 3a-2 First Nations Economic Goals | | IBC | IBC | | Indigenous leadership program & new procurement portal |
| 3a-3 First Nations Collaboration | | IBC | | IBC | Recruitment completed |
| 3a-4 Ecological Asset Management Plan | | | | | Referred to Board strategic check-in |
| 3a-5 Reconciliation Action Plan | | IBC | IBC | IBC | Cultural Confidence training for all staff and directors |
| 3a-6 First Nations Service Plan & Budget | | | | | |
| **Economic Development** | | | | | |
| 4a-1 High-speed internet services | | IBC | | IBC | Service establishment to be considered through partnership agreements |
| 4a-2 Regional economic development | | IBC | | | |
| 4b-1 Grants dashboard for Electoral Areas | | IBC | | | Grant reporting annually through Electoral Areas Committee & Board |
| 4b-2 Economic Development Plans for SSI | | IBC | | | Work ongoing with Rural Island Economic Partnership |
| 4b-2 Economic Development Plans for SGI | | IBC | | | Work program ongoing including economic resiliency, affordable housing, food security and transportation planning |
| **Arts & Culture** | | | | | |
| 12a-1 Arts facility needs & partnerships | | IBC | | | Recommendation regarding referendum on regional service deferred to strategic planning in fall |
| 12b-1 Community engagement in arts | | IBC | | | |
| 12b-2 Arts & Culture Strategic Plan | | IBC | | | |
| 12c-1 Arts grant program review | | IBC | | | |
| 12c-2* SSI Art Spring/Art Council Operating & Maintenance | | IBC | | | |

# PROGRESS UPDATE (2022)
# CRD CORPORATE PLAN 2019-2022

Appendix C

Core service adjustments | New initiative or program | On hold/no action | Completed

* NEW – Not in Corporate Plan

| Climate Action | 19 | 20 | 21 | 22 | Next steps |
|---|---|---|---|---|---|
| 5a-1/5b-6/5c-2 Update Corporate & Regional Climate Action strategy | | IBC | IBC | IBC | New CRD Climate Action Strategy approved in Q4 2021; recruitment progressing |
| 5a-2 Collaborate with local governments | | IBC | | | Work ongoing on inter-municipal working groups & projects |
| 5a-3 Model bylaws | | IBC | | | Providing policy guidance and regional coordination support |
| 5a-4 Facilitate networks | | IBC | | | Administering Climate Action Inter-Municipal Task Force and Working Group |
| 5a-5 Create partnerships | | IBC | | | |
| 5a-6 Climate change impacts & risk to water supply | | | | | |
| 5b-1 Reduce corporate emissions | | IBC | | | Corporate green fleet and green buildings policies completed |
| 5b-2 Landfill gas usage | | IBC | | | RFP issued for design and construction of new RNG facility at Hartland |
| 5b-3 Seed funding for corporate mitigation & adaptation | | | | | |
| 5b-4 GHG emissions reduction through alternative fuel | | IBC | | | Cancelled due to lack of fuel availability |
| 5b-5 Policy & procedures for life-cyde costing (LCC) | | | IBC | | Guidelines advanced & LCC tool in development |
| 5c-1 Regional sea level rise | | IBC | | | |
| **Parks & Natural Resource Management** | | | | | |
| 6a-1 Regional Parks Strategy update | | IBC | | | Final strategic plan draft to be presented in Q3 2022 |
| 6a-8* Dams, bridges and trestles capital reserves | | IBC | | | |
| 6a-13* Elk/Beaver Lake Aerator | | | | IBC | Installation completion expected in Q3 2022 |
| 6a-18* Accessibility Study | | | | IBC | Scheduled for summer 2022 |
| 6b-1 Invasive species management | | IBC | | | |
| 6b-2 Environmental stewardship program | | IBC | | | |
| 6b-3 Environmental stewardship volunteers | | IBC | | | Within core service delivery, program continues to evolve |
| 6b-4*/6g-1* Park Operations | | IBC | | IBC | Recruitment progressing; operations ongoing |
| 6b-5* Mountain bike policy | | | | | Guidelines adopted in Q2 2021 |
| 6c-1.1 EA Community Parks JdF Planning | | IBC | | | |
| 6c-1.2 EA Community Parks SGI Administration | | IBC | | | |
| 6c-1.3 EA Community Parks SSI Administration | | IBC | | IBC | Drake Road Trail upgrade complete; planning for Brinkworthy Trail ongoing |
| 6d-1 Engage with First Nations | | IBC | | | Vacancy repurposed for First Nations Cultural Interpreter |
| 6e-1 Land Acquisition Fund renewal | | IBC | | | |
| 6f-1 Dog management policy framework | | IBC | | | |
| **Protective Services** | | | | | |
| 7a-1 Regional coordination of emergency services | | IBC | | IBC | New Emergency Management software deployed |
| 7a-2 Regional Emergency Mgmt Partnership support | | IBC | | | |
| 7a-3 Public alert notification system registrations for EAs | | | | | New contract has been awarded |
| 7a-4 Update Corporate Emergency Plan | | | | | |
| 7a-5 Unification of fire dispatch in the region | | | | | Not supported by fire chiefs, work deferred by PTPSC |
| 7a-6 First Nations emergency support | | IBC | | | |
| 7a-7 CRD Emergency Management Program accreditation | | | | | Deferred due to COVID-19 pandemic |
| 7a-8 EA residents emergency preparedness | | | | | |
| 7a-10* Jordan River dam breach siren | | IBC | | | Ongoing, connectivity challenges delaying full functionality |
| 7a-12* Community Safety SSI Administration | | IBC | | | Electoral approval not obtained |
| 7a-13* Emergency exercise | | IBC | | | Functional exercise, delayed by COVID-19, to be held in Q3 2022 |
| 7b-1 Bylaw enforcement and animal control | | IBC | | | |
| 7c-1/7c-2 FireSmart program for EAs & Fire Compliance | | IBC | | IBC | Delivery of public information program ongoing; Fire departments have transitioned to improved regional Fire Dispatch |

# PROGRESS UPDATE (2022)
# CRD CORPORATE PLAN 2019-2022

Appendix C

Core service adjustments | New initiative or program | On hold/no action | Completed

* NEW – Not in Corporate Plan

| | 19 | 20 | 21 | 22 | Next steps |
|---|---|---|---|---|---|
| **Wastewater** | | | | | |
| 8a-1 Wastewater management through LWMP | | IBC | IBC | | Update of LWMP underway |
| 8a-1.2* Facilities Management Centralization (CAWTP) | | | IBC | | |
| 8a-1.3* Saanich Peninsula Liquid Waste Mgmt Plan – I&I | | | IBC | IBC | Development of custom inflow & infiltration plans |
| 8a-1.4 Biosolids Research | | | | IBC | Recruitment completed |
| 8a-1.5 Lab Services (CAWTP) | | | | IBC | Recruitment completed |
| 8a-2 Stormwater contaminant sources | | IBC | | | |
| **Landfill & Recycling** | | | | | |
| 9a-1 Resource recovery and waste reduction | | IBC | IBC | IBC | Progressing initiatives with execution of new Solid Waste Management Plan |
| 9a-2* Infoline support | | IBC | | | |
| 9b-0.1-3* Hartland waste resources | | | IBC | | |
| 9b-1 Public awareness of Extended Producer Responsibility | | IBC | | | |
| 9b-2 Solid Waste Management Plan update | | IBC | | IBC | Solid Waste Management Plan completed; recruitment completed |
| 9b-3* Controlled waste permits | | IBC | | | |
| 9b-4* Electronic stewardship attendant | | IBC | | | |
| 9c-1 Changing recycling markets | | IBC | | | Market for some commodities very strong (e.g. metals) |
| 9d-1 Hartland landfill longevity | | IBC | | IBC | Planning in place to extend landfill life to 2100, recruitment completed |
| 9e-1 Organic waste processing procurement | | IBC | | | Directed to use existing Vancouver Island organics processing capacity |
| **Water** | | | | | |
| 10a-0.1* Watershed security position | | | IBC | | |
| 10a-1 Post-disaster water supply plan | | IBC | | | Infrastructure improvements & education/coordination ongoing |
| 10a-2 Water infrastructure resilience | | IBC | IBC | IBC | Infrastructure renewal programs ongoing, recruitment progressing |
| 10a-3 Regional Water Supply Strategic Plan update | | IBC | | | Annual progress report on initiatives presented in the fall |
| 10a-4* Cross-connection control inspector | | IBC | | | |
| 10a-5* Water billing | | IBC | | | |
| 10a-7* SSI & SGI water operations | | IBC | | | Conversion completed and operations hours/capacity increased |
| 10b-1 Water conservation through demand mgmt | | IBC | | | |
| 10c-1 Agricultural water subsidy | | IBC | | | Rate review/model options RFP closed and contract award in Q2 2022 |
| 10d-1 Future water supply & infrastructure | | IBC | | | Regional Water Master Plan update will be completed in 2022 |
| 10d-2* Leech River water quality monitoring | | IBC | | | |
| 10d-3* Watershed hydrology monitoring | | IBC | IBC | IBC | Manage contract for hydromet station maintenance & upgrade |
| 10d-4* SSI watershed protection | | IBC | | | |
| 10e-1* Contracts Coordinator | | | | IBC | Recruitment completed |
| **Planning & Development** | | | | | |
| 11a-1 Regional Growth Strategy (RGS) update | | IBC | | | |
| 11a-2 Regional context statements | | IBC | | | |
| 11a-3 RGS indicators reporting | | IBC | | | Report published annually in the fall |
| 11b-1 Affordable farming analysis | | IBC | | | Next phase of Foodlands Access Service work ongoing |
| 11b-2 Fallow deer on SGI | | IBC | | | |
| 11c-1 Review of building inspection on EAs | | IBC | | | |
| 11c-2* Building Inspection Information Service | | | | IBC | Staffing adjustment completed |
| 11d-1 New development application review JdF Planning | | | | | |

# PROGRESS UPDATE (2022)
# CRD CORPORATE PLAN 2019-2022

Appendix C

Core service adjustments | New initiative or program | On hold/no action | Completed

* NEW – Not in Corporate Plan

| | 19 | 20 | 21 | 22 | Next steps |
|---|---|---|---|---|---|
| **Recreation** | | | | | |
| 13a-1.1/6* Recreational Programming & Rates - Panorama | | IBC | | IBC | Updated annually; preschool program now operational (2022) |
| 13a-1.2 Recreational Programming & Rates – Reg. Parks | | IBC | | | Updated annually |
| 13a-1.3 Recreational Programming & Rates – SEAPARC | | IBC | IBC | | Updated annually; recruitment (2021) delayed by COVID-19 |
| 13a-1.4 Recreational Programming & Rates – SGI Admin. | | IBC | | | Updated annually |
| 13a-1.5 Recreational Programming & Rates – SSI Admin. | | IBC | | IBC | Updated annually; fees and policies approved & new programs implementation underway |
| 13a-2* Sun River Sport Box | | | | IBC | Scheduled to open Q2 2022 |
| **Health Facilities** | | | | | |
| 14a-1 Health capital projects and funding | | IBC | IBC | | Capital project based work with Island Health; recruitment (2021) deferred |
| 14a-2* Health capital projects and funding Finance support | | | IBC | | |
| 14b-1 Public health bylaws | | IBC | | | Public health bylaw enforcement work ongoing |
| 14c-1 Health data & analytics | | IBC | IBC | | Coordination of Regional Outcome Monitoring data ongoing |
| **Accountability** | | | | | |
| 15a-1 EA strategy and operations SSI Administration | | IBC | | | Discussion paper with options in development |
| 15a-1* Commission review | | | IBC | | Review underway |
| 15b-1 Triple-bottom-line budgeting | | IBC | IBC | | Revision to Investment Policy to align with new MFA principles, operating reserve guidelines |
| 15b-2 Asset management and risk analysis | | IBC | IBC | IBC | Enhancements to planning and decision-making processes underway |
| 15b-2.2* Grant Support | | | | IBC | Optimizing processes to reduce cost of delivery, improve efficacy of investment |
| 15c-1.2* Facilities Management position formalization | | | IBC | | |
| 15c-1.3 Diversity, inclusion & organizational development | | | IBC | | Project scope and charter under development |
| 15c-1.4 Human Resource Information System (HRIS) | | | | IBC | Project scope and charter under development |
| 15c-1.5 Safety Management System | | | | IBC | Project charter under development |
| 15c-2* SGI-CRD liaison program | | IBC | | | |
| 15d-1 Service planning & key performance indicators | | IBC | | IBC | Planning for 2023-2026 Board Orientation & Strategic Planning |
| 15d-1.2* Graphic Standards update | | | IBC | | Completed in Q1 2022 |
| 15d-2* Electoral Areas Elections | | | | IBC | General Election day taking place October 15, 2022 |
| 15e-1 Partnership directory | | IBC | | | Partnership directory & guidelines in place |
| 15f-1.0 Systems + Policies – Bylaw management system | | IBC | | | |
| 15f-1.1/15f-1.6 Systems + Policies – Contracts database | | IBC | | | Exploring combined implementation for two initiatives |
| 15f-1.3 Systems + Policies - EDRMS | | IBC | | IBC | Strategy/implementation plan received, implementation to start in 2022 |
| 15f-1.4 Systems + Policies – HR & Corporate Safety systems | | IBC | | | |
| 15f-1.4* IT support for Hartland scales & Perfectmind | | | IBC | | |
| 15f-1.5 Systems + Policies – Rise & report tracking system | | IBC | | | |
| 15f-1.5* IT support for mobile maintenance workorder | | | IBC | | |
| 15f-1.6 Systems + Policies - Signage | | IBC | | | Comprehensive signage strategy completed |
| 15f-1.7 Systems + Policies – Toolkits | | IBC | | | |
| 15f-1.7 Microsoft Office 365 | | | IBC | | Expected completion in 2022 |
| 15f-1.8 Systems + Policies – Website | | IBC | | | Website refresh launch expected in next few years |
| 15f-1.9 Systems + Policies – SAP development | | IBC | | | Progressing system upgrade implementation prerequisites and business processes remediation ahead of system migration |
| 15f-1.9 IWS infrastructure resilience | | | IBC | | |

## Accountability (continued)

| | 19 | 20 | 21 | 22 | Next steps |
|---|---|---|---|---|---|
| 15f-1.11 Information Security Program | | IBC | | IBC | |
| 15f-1.14 Digital Comms Governance and Support Svs | | | | IBC | Progressing, recruitment completed |
| 15f-1.15* Freedom of Information & Privacy | | IBC | | IBC | Recruitment progressing |
| 15f-1.16* Corporate Safety Resourcing | | IBC | | | Recruitment completed |
| 15f-1.17 Corporate Accounting Standard Compliance | | | | IBC | Planned for Q2 2022 |
| 15f-1.18 Regional Orthophotography Data | | | | IBC | |
| 15f-1.21* Associate Legal Counsel | | | | IBC | Recruitment progressing |
| 15f-1.23* Legislative Services Support | | | | IBC | Recruitment completed |
| 15f-1.24* Executive Services Departmental Support | | | | IBC | Recruitment completed |

### Acronyms used in this report

| | |
|---|---|
| CAWTP | Core Area Wastewater Treatment Project |
| CRD | Capital Regional District |
| CRHC | Capital Region Housing Corporation |
| EDRMS | Electronic Document & Records Management System |
| HR | Human Resources (CRD division) |
| GHG | Greenhouse Gas |
| IT | Information Technology (CRD division) |
| IWS | Integrated Water Services |
| JdF | Juan de Fuca |
| LWMP | Liquid Waste Management Plan |
| MFA | Municipal Finance Authority of BC |
| PTPSC | Protective, Transportation and Protective Services Committee |
| RFP | Request for Proposal |
| RHFP | Regional Housing First Program |
| RNG | Renewal Natural Gas |
| SGI | Southern Gulf Islands |
| SSI | Salt Spring Island |

Making a difference...together

**REPORT TO COMMITTEE OF THE WHOLE**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **Board Orientation and Strategic Plan 2023-2027**

## ISSUE SUMMARY

To provide an overview of the Capital Regional District (CRD) Board orientation and strategic planning timeline for the incoming CRD Board of Directors for the 2022-2026 term of office.

## BACKGROUND

The 2022 General Local Election is taking place on October 15, 2022. The CRD inaugural Board meeting is scheduled for November 16, 2022. At this meeting, a new CRD Board of Directors will be sworn in and the new Board Chair and Vice-Chair will be elected. Most municipal appointments to the CRD Board will take place at each member municipal council inaugural meeting, scheduled in the first 10 days of November.

Through provisional budget last fall, the Board approved an initiative (15d-1) to facilitate a Board orientation with the new Board of Directors in 2022. This will be followed by a strategic planning process through which the CRD will support directors in identifying the new Board Strategic Priorities and develop the organizational response (CRD Corporate Plan).

Orientation will start the morning of the inaugural CRD Board meeting. It is a comprehensive program of events to provide directors with the foundational knowledge required to participate meaningfully and successfully in decision-making. Subjects covered include procedural responsibilities, protocols, differences in decision-making at municipal and regional tables, roles and responsibilities of directors and staff, CRD services, programs and administration, and the corporate planning framework. The formal orientation program will be supplemented by a series of 'Lunch and Learns' on a range of complementary topics. The lunch and learns will introduce new directors to the CRD and support existing directors with a knowledge refresh.

Orientation will be followed by two strategic priority-setting sessions. The objective of this strategic planning work is to confirm the Board's long-term organizational vision and set priorities for supporting organizational activities. The cyclical planning process considers mandated service delivery responsibilities, core service priorities and long-term corporate direction, as well as external influences such as the economy, climate change, shifting demographics and social conditions. The 2019-2022 CRD Board Strategic Priorities and Corporate Plan were prepared in early 2019, based on input from two facilitator-led planning sessions. CRD staff handled the logistics, background research and preparation of the final document. A similar approach will be followed in 2022.

A high-level view of the proposed timeline is available in Appendix A.

## ALTERNATIVES

*Alternative 1*
The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

*Alternative 2*
That the Board Orientation and Strategic Plan 2023-2027 report be referred back to staff for further information based on Committee of the Whole direction.

## IMPLICATIONS

*Intergovernmental Implications*
Board orientation and strategic planning sessions will be scheduled intermittently on Wednesdays between November 16, 2022 and January 25, 2023. All Wednesdays are traditionally held for directors for CRD business.

In advance of the election, correspondence will be sent to Corporate Officers of the member municipalities to advise of the 2022 Board orientation and dates will be provided in advance of the election to reduce the number of conflicts with municipal orientation activities.

Electoral Area (EA) directors and alternates require additional support from the CRD staff for service delivery in the EAs. For this reason, a separate session dedicated entirely to the EA services will be scheduled for November 9, 2022. CRD staff will be directly in contact with EA directors regarding the orientation schedule.

*Financial Implications*
A budget of $63,000 was approved in the financial plan for this work. This budget will provide for facilities, catering, any contract costs, and collateral development to support the events and publication of the Board Strategic Priorities and CRD Corporate Plan.

*Alignment with Board & Corporate Priorities*
Board orientation and strategic planning is the first step in the CRD's four-year corporate planning and reporting framework. The outputs of this work–the Board Strategic Priorities and CRD Corporate Plan–set the direction for work and initiatives undertaken in the subsequent four years.

*Alignment with Existing Plans & Strategies*
A number of core regional and sub-regional strategic plans have been progressed over this Board term (e.g., Climate Action Strategy, Regional Parks Strategic Plan). These strategic documents set the operational direction for key regional and sub-regional services while taking into account regional trends, such as growth in regional population and demand for services. The timeframes covered by the strategic plans continue beyond the current Board term and will inform the CRD's corporate response to the incoming Board's direction.

## CONCLUSION

The new Board of Directors will be sworn in on Wednesday, November 16, 2022. Board orientation sessions will be scheduled to provide necessary information to the new Board of Directors. This will be followed by a strategic planning process to crystalize the Board's vision for the future of the region.

## RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

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

## ATTACHMENT

Appendix A: CRD Board Orientation and Strategic Planning Timeline (2022)

Making a difference...together

# Agenda

Board Orientation & Strategic Plan 2023-2027

## Schedule–2022-26 Board of Directors

Capital Regional District (CRD), Capital Region Housing Corporation (CRHC) Board and Capital Regional Hospital District (CRHD) Board

***Please hold all Wednesdays for CRD business***

| Date | Activity | Location |
|---|---|---|
| OCTOBER | | |
| **15** | **General Election day** | - |
| **19 & 26** | **Joint Council Orientation Session, hosted by Township of Esquimalt** | Gorge Park Pavilion |
| NOVEMBER | | |
| **1-10** | **Inaugural Council meetings**<br>*Appointment of CRD Directors and Alternates* | - |
| **9** | **Electoral Area Directors Orientation** | TBC |
| **16** | **Orientation Session A: Roles and Responsibilities (AM)** | Fisgard |
| | **CRD Board group photography**<br>*Individual portraits 7:30-9am and during lunch* | Fisgard |
| | **Inaugural CRHC, CRHD and CRD Board meetings @ 1pm**<br>*Swearing in of new CRD Board & Alternates, Election of Chairs and Vice-Chairs* | Fisgard |
| **23** | **Orientation Session B: Operations and Administration (AM)** | Fisgard |
| | **Service Lunch & Learn 1** | TBC |
| | **Electoral Area Directors Strategic Planning Session (PM)** | TBC |
| **30** | **Orientation Session C: Introduction to Corporate Planning and Regional Strategies (AM)** | Fisgard |
| | **1st Strategic Planning Session (PM)**<br>*Objectives explorations* | TBC |
| | **Service Lunch & Learn 2** | TBC |
| DECEMBER | | |
| **7** | **Service Lunch & Learn 3** | TBC |
| **14** | **Service Lunch & Learn 4** | TBC |
| | **CRHC, CRHD and CRD Board meetings @ 1pm** | Fisgard |

| | | |
|---|---|---|
| JANUARY | | |
| **11** | **Service Lunch & Learn 5** | TBC |
| | **CRHC, CRHD and CRD Board meetings @ 1pm** | Fisgard |
| **Date** | **Activity** | **Location** |
| **25** | **Service Lunch & Learn 6** | TBC |
| | **2nd Strategic Planning Session (PM)**<br>*Prioritization* | TBC |
| MARCH | | |
| **8** | **CRHC, CRHD and CRD Board**<br>*Adoption of Board Strategic Priorities* | Fisgard |
| APRIL | | |
| **12** | **CRHC, CRHD and CRD Board**<br>*Finalization of CRD Corporate Plan 2023-27* | Fisgard |

Possible lunch and learn topics ***could*** include:

- Electoral Areas, Emergency Management, Building Inspection
- Regional Parks, Environmental Protection, Environmental Resource Management
- First Nations Relations
- Climate Action
- Health and Capital Planning, Regional Housing, Regional Planning
- Water Infrastructure Operations, Watershed Protection, Wastewater Infrastructure Operations
- Arts and Culture
- Recreation Facilities

Making a difference...together

**REPORT TO ELECTORAL AREAS COMMITTEE**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **Southern Gulf Islands Housing Strategy**

## ISSUE SUMMARY

This report presents a housing strategy for the Southern Gulf Islands Electoral Area (the SGI Housing Strategy), attached as Appendix A. The strategy broadly reflects many years of community engagement and input learned through community planning and land use processes in the islands. The recommendations in this strategy respond to the 2018 CRD SGI Housing Needs Assessment and the updated SGI Market Analysis (2022), attached as Appendix B.

At issue is the need to approach housing solutions in rural and remote communities, and especially within the Islands Trust Area, with different assumptions than those used for conventional housing interventions in growing urban regions. Within the SGI Housing Strategy is a proposal for a Rural Housing Program to address this issue of scale.

## BACKGROUND

There is urgent need for affordable housing in the Southern Gulf Islands, and, like many communities in the Capital Regional District (CRD), housing affordability is the result of a complexity of factors. In the SGI EA the housing crisis is compounded by limits to growth and the rural, remote, and environmentally sensitive island contexts, making solutions to the housing crisis even more difficult to achieve.

The 2018 SGI Housing Needs Assessment concluded that there are “serious shortages in secure, appropriate and affordable housing for low to moderate income earners”, with renters being especially impacted. Household incomes lag behind CRD and provincial averages in the SGI, where family median incomes are much lower than CRD and BC averages. Housing challenges on the islands affect community life such as school enrollment, volunteerism, stability for employees, and year-round viability for business. The mismatch between housing availability, cost, and income, has also resulted in much of the workforce living in precarious, temporary, or otherwise inappropriate accommodation.

It is understood that multi-family projects offer substantial economies of scale when they can be achieved, however such proposals have not been successful in supporting affordable housing development on the islands. Existing federal, provincial, and regional housing programs have not created opportunities for affordable housing in the Southern Gulf Islands in part due to program criteria such as minimum density requirements.

The SGI are culturally and environmentally rich, but sensitive. Limits to growth on the islands are related to finite fresh water resources and other servicing challenges, a higher development cost per square foot, complex regulatory requirements, and community resistance to density or development that could be perceived as impacting the carrying capacity of the islands. Without pre-zoned land, solutions to the housing crisis should not be geared solely to purpose-built, multi-family housing or other growth orientated solutions requiring large density increases on the islands.

Within the constraints of the islands, there remain many positive strategic actions that can be advanced to alleviate the strain of the housing crisis. The SGI Housing Strategy proposes a range of actions that can be pursued within the existing settlement pattern as well as be advanced through the longer term development of a Rural Housing Program.

A CRD Rural Housing Program could be applied beyond the SGI EA to other rural communities in the CRD, and may present an opportunity for innovative, scalable, and replicable new approaches for Regional Housing to pursue within its regional goals and broader funding proposals. The SGI Housing Strategy recommends CRD develop a business case to further consider the concept of a Rural Housing Program.

The strategy also includes an objective to advance a whole government approach. While the development of the strategy has been led by the CRD, multiple stakeholders need to work together to make tangible progress. This is a shared responsibility of the federal, provincial, and local governments, but cannot be successful without partnerships with the non-profit sector and residents alike. Partner agencies and those in the non-profit sector in the SGI and Salt Spring Island EAs have indicated CRD's work towards an SGI Housing Strategy is timely, and could complement other regional affordable housing programs being pursued by organizations such as Islands Trust and the SGI Tourism Partnership.

CRD staff are working to incorporate key components of the SGI Housing Strategy into the ongoing development of a housing supply program beyond the Regional Housing First Program (RHFP) implementation as outlined in the CRD's 2019-2022 Corporate Plan. This housing supply program concept paper will be brought before the CRD Board at their July 2022 meeting for endorsement. This will ensure that, should the incoming CRD Board continue to prioritize housing affordability for the term starting in 2023, work can be undertaken to further explore a Rural Housing Program that better meets the needs of communities such as SGI.

Affordable housing is a top priority for the Regional Director(s) of the Southern Gulf Islands Electoral Area (SGI EA) and the SGI Community Economic Sustainability Commission (SGI CESC), which has identified the need for affordable housing as a key factor influencing the economic and social sustainability of the islands.
On December 9, 2019, the SGI CESC requested CRD staff to develop a housing strategy for the Southern Gulf Islands.
On January 9, 2020 the Electoral Areas Committee (EAC) received a staff report introducing the issue and endorsed the recommendations; the CRD Board subsequently passed the following resolution:

- *That staff develop a housing strategy for the Southern Gulf Islands Electoral Area, and*
- *That implementation of the SGI housing strategy be considered in the 2021 service planning process.*

An Initiative Business Case (IBC) to advance an SGI Housing Strategy was prepared by Regional Housing staff in 2020 and incorporated into service planning for 2021. As a result of the IBC, the following additional work has been undertaken:

1. Update to the Regional Housing Needs Assessment: SGI Market Analysis (March, 2022).
2. Development Feasibility Analysis (pending, April 30, 2022).
    a. Summary of challenges and opportunities in the housing environment of the SGI
    b. Proformas with estimated projected costs for development of housing in the SGI

c. Review of results of proformas, cross-referenced with the 2018 SGI Housing Needs Assessment

**Implementation:**
Implementation of the SGI Housing strategy is proposed through an IBC for 2023 service planning. The IBC requests a part time coordinator be hired on contract to advance implementation of those aspects of the strategy that do not require additional funding or new program development. The contractor would work 10 hours/week and would be co-funded between SGI Administration and Regional Housing ($16,000 for 2023). Duties would include:

- Researching funding programs based on partnerships and innovative funding models.
- Establish baseline framework to monitor the number of new affordable units established on the SGI.
- Create a toolkit for affordable housing development that could be used by third party affordable housing developers that takes into consideration the unique characteristics of the SGI communities.
- Increase information sharing to increase awareness of support opportunities for non-profit housing societies entering into the field of affordable housing project operations.
- Support Building Inspection staff by compiling information to assist the community in understanding basic code requirements and to answer frequently asked questions.
- Convene an interagency roundtable to discuss social and affordability improvements that can be advanced by responsible agencies.

## ALTERNATIVES

*Alternative 1*
The Electoral Areas Committee recommends the Capital Regional District Board:
That the Southern Gulf Islands Housing Strategy be endorsed.

*Alternative 2*
That staff be requested to return with additional information on the Southern Gulf Islands Housing Strategy based on Electoral Areas Committee direction.

## IMPLICATIONS

The SGI Housing Strategy is proposed as a way for the CRD to apply the affordable housing initiatives identified in the Corporate Plan to the rural, unincorporated Electoral Areas.

> Initiative 1a-1:
> *Create & 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 & growing population, including vulnerable residents.*

The SGI EA is within the Islands Trust and, pursuant to the *Islands Trust Act*, is excluded from the CRD's Regional Growth Strategy. The SGI Housing Strategy proposes an approach to meeting housing needs on the islands in a way that is aligned with the Islands Trust policy and regulatory framework.

> Initiative 1a-4:
> *Determine continuation of housing supply program beyond RHFP implementation.*

The SGI Housing Strategy proposes a Rural Housing Program that could be incorporated into a Rural and Remote Communities stream of the next phase of a housing supply program beyond

the RHFP.

Initiative 1a-5:
*Measure housing affordability & engage with municipalities on affordability.*

The current work to update the SGI Needs Assessment with a current market analysis and to develop a development feasibility analysis advances this objective within the SGI EA, even though it is not a municipality.

Initiative 1a-8:
*Support municipalities in their affordable housing objectives.*

The SGI Housing Strategy presents an avenue for the CRD to support the SGI EA in meeting its affordable housing objectives.

Initiative 1a-9:
*Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives.*

The SGI Housing Strategy's whole government approach is intended to uphold this objective. The CRD's Rural Housing Program could position CRD as a leader in developing an approach for meeting affordable housing needs in rural and remote communities of BC.

Initiative 4b-2:
*Advance economic development & plans through Commissions.*

The SGI Housing Strategy was advanced by the SGI CESC as a way to address housing shortages as critical to a healthy and diversified economy.

## CONCLUSION

This report presents a Housing Strategy for the SGI EA. The strategy proposes CRD work with partners to develop a Rural Housing Program that could be advanced in support of the CRD's continued role in working collaboratively to better address housing supply and affordability pressures across the capital region.

## RECOMMENDATION

The Electoral Areas Committee recommends the Capital Regional District Board:
That the Southern Gulf Islands Housing Strategy be endorsed.

| | |
|---|---|
| Submitted by: | Justine Starke, MCIP, RRP, Manager, SGI Service Delivery |
| Concurrence: | Don Elliott, Senior Manager, Regional Housing, Regional Housing |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENTS

Appendix A: Southern Gulf Islands Housing Strategy
Appendix B: SGI Market Analysis (March, 2022)

Appendix A

# Southern Gulf Islands Housing Strategy



The CRD conducts its business within the traditional territories of over 20 First Nations, including Songhees, xʷsepsəm (Esquimalt), W̱JOŁEŁP (Tsartlip), BOḰEĆEN (Pauquachin), SŦÁUTW̱ (Tsawout), W̱SIKEM (Tseycum), MÁLEXEŁ (Malahat), Sc'ianew (Beecher Bay), T'Sou-ke, Pacheedaht and Pune'laxutth' (Penelekut). All of whom have a long standing relationship with the land and waters from time immemorial that continues to this day.

Cover photo by Stasia Garraway courtesy of Southern Gulf Islands Tourism Partnership

# Table of Contents

**Executive Summary . . . . . 1**

Southern Gulf Islands Housing Strategy . . . 2

First Nations. . . . . 5

Housing in the Southern Gulf Islands. . . . . 6

Roles and Responsibilities . . . . . 13

CRD Housing Goals. . . . . 15

Southern Gulf Island Housing Goals. . . . . 15

Housing Objectives . . . . . 16

Summary and Next Steps . . . . . 22

Appendix 1: Roles and Responsibilities . . 25

Appendix 2: Background Reports. . . . . 30



Photo by Partners & Hawes courtesy of Southern Gulf Islands Tourism Partnership

# Executive Summary

The Southern Gulf Islands (SGI) is within the traditional territory of the Coast and Straits Salish peoples and is an Electoral Area of the Capital Regional District (CRD). It is also part of the Islands Trust Area, and land use planning is governed by the Islands Trust Local Trust Committees under the *Islands Trust Act*, which mandates preservation and protection of the environment and the unique amenities of the area.

The predominant land use on the islands is residential and the majority of the land is privately owned. Housing in the islands exists within the context of a rural settlement pattern of large lots, single family homes, cottages, and secondary suites.

Household incomes lag behind CRD and provincial averages, and the most substantial difference is in income for families with children, where the SGI median incomes are much lower than the CRD and BC averages.

Housing challenges on the islands impact other aspects of community life such as school enrollment, volunteerism, stability for employees, and year-round viability for business.

This Housing Strategy was prepared at the request of the Southern Gulf Islands Community Economic Sustainability Commission (SGICESC) which has identified the need for affordable housing as a key factor influencing the economic and social sustainability of the islands.

The basis of the recommendations in this strategy reflect the information learned through conducting the 2018 CRD Housing Needs Assessment and on many years of community input and engagement learned through land use planning processes.

Further community engagement is recommended to strengthen the directions of this strategy, ensure that the recommendations are current, and support an understanding of the partnerships required for implementation.

A major theme throughout the document is the need to approach housing solutions on the SGI using different assumptions than those used for conventional housing interventions in growing urban regions. Within the density constraints of the islands, there remain many positive strategic actions that can be advanced to alleviate the strain of the housing crisis.

Also, it should be noted that while this strategy is written for the CRD, to make tangible progress towards an increasing the stock of affordable housing on the islands, multiple actors will need to be creative and work together. This is a shared responsibility of the federal, provincial, and local governments, but cannot be successful without partnerships with the non-profit sector and residents alike.



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

# Southern Gulf Islands Housing Strategy

The strategy presents the following principles, goals, objectives, and strategic actions to meet the affordable housing needs of the SGI Electoral Area (EA):

## PRINCIPLES:

- Recognize the rich cultural history and thousands of years of residential use of the islands by First Nations peoples.
- Recognize the rural, islands context and approach affordable housing in a way that preserves and protects the islands and the surrounding waters of the Salish Sea.

## GOALS:

- Support a mix of housing options to meet needs across the spectrum, including seniors, workers, and families with low and median incomes.
- Develop and support purpose built, multi-family affordable housing.
- Encourage opportunities for affordable housing within existing settlement patterns.
- Focus on rental and ownership housing that is affordable and prioritized for island residents.
- Support islanders providing housing for islanders.

## OBJECTIVES:

- Explore the Potential for a CRD Rural Housing program.
- Establish Annual Affordable Housing Demand Estimates.
- Support Third Party Affordable Housing Projects.
- Consider How to Support Pre-Development Expenses for Affordable Housing.
- Support the Secondary Housing Market
- Enabling Alternative Housing Types.
- Whole Government Approach: Interagency Collaboration and Advocacy.

## STRATEGIC ACTIONS

- Develop a business case that explores the viability of establishing a CRD Rural Housing Program that includes the SGI EA.
- Ensure that future CRD housing supply initiatives take into account the needs of smaller, rural communities like the Southern Gulf Islands.
- Engage with BC Housing and CMHC to incorporate a low density, rural approach within provincial and federal capital funding programs.
- Explore opportunities for funding programs based on partnerships and innovative funding models.
- Establish housing demand estimates for the SGI EA.
- Monitor the number of new affordable units established on the SGI.
- Update the SGI Housing Needs Assessment every five years.
- Explore the feasibility of creating housing planning capacity within the CRD to serve EAs.
- Continue to work with non-profit housing providers to broker access to provincial and federal funding programs and where possible, partner with groups to support applications for multi-family, affordable, housing developments.
- Identify surplus CRD land for affordable housing development.
- Create a tool kit for affordable housing development that could be used by third party affordable housing developers that takes into consideration the unique characteristics of the SGI communities.
- Increase information sharing to increase awareness of support opportunities for non-profit housing societies entering into the field of affordable housing project operations.
- Adoption and administration of Housing Agreements to ensure affordability.
- Identify pre-development funding for eligible affordable housing projects.
- Identify site development funding for eligible affordable housing projects.
- Advocate to the Provincial Government to reconcile the BC Building Code to enable affordability and give people more options for affordable building practices.
- Develop garden suite/cottage building plans, designed to maximize affordability and to meet floor area requirements under zoning.
- Work with Building Inspection staff to evaluate opportunities for alternative building approvals.
- Explore the development of a fund or granting program to support the development of accessory dwelling units by existing residents.
- Property acquisition plan to develop within existing zoning.
- Advocacy in support of regulatory change to enable the building and financing of small dwellings, under 600ft.
- Establish an interagency round table to discuss social and affordability improvements that can be advanced by each agency.



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

# First Nations

The Islands are situated within the territories of the Coast Salish peoples and are specifically home to the SENĆOŦEN and HUL'Q'UMI'NUM speaking peoples. We acknowledge the Coast Salish history, knowledge, and culture and welcome future opportunities to work together with our First Nations neighbours and collaborate on housing solutions for the region.

In 2018, the CRD issued a Statement of Reconciliation and has been working to build strong and trusting relationships with the member Nations of W̱SÁNEĆ Leadership Council as well as other First Nations in the region. The CRD's path to Reconciliation focuses on First Nations' self-determination, shared prosperity, and relationship with the land and water.

The islands have numerous gathering places and villages, and are testament to the strong and vibrant cultural history of First Nations People. There many important places throughout the islands that are integral to ongoing social, economic, and cultural use by W̱SÁNEĆ Nations.

Typically, housing development for First Nations came through their formal relationships with the Government of Canada with most bands becoming responsible for managing housing on reserve. Within the SGI, there are no reserves that are currently developed for residential use. However, in addition to traditional territory which includes all the islands, there are legally defined reserve lands throughout the islands: SȾÁUTW̱ (Tsawout) /W̱SIKEM (Tseycum) (jointly held) on Saturna Island; a W̱JOŁEŁP (Tsartlip) reserve on Mayne Island, a Penelakut reserve on Galiano Island, and a W̱SIKEM (Tseycum) reserve on South Pender Island. In recent years on Vancouver Island, First Nations have been seeking new opportunities to use both on reserve and off-reserve lands for housing purposes, and have negotiated increased levels of responsibility for developing new housing to meet their community needs. Each Nation is unique and has different resources and options available to develop and operate new housing for their populations living both on and off-reserve.

The CRD has committed to work towards a prosperous economic future for all of its residents and believes that improving the lives of the most vulnerable citizens creates a stronger and more resilient region for everyone. This report is not inclusive of the traditional uses or future housing opportunities of First Nations within the SGI Electoral Area. The CRD supports opportunities for affordable housing that is inclusive of First Nations' rights to live throughout the region.



Photo by Partners & Hawes courtesy of Southern Gulf Islands Tourism Partnership

## HOUSING IN THE SOUTHERN GULF ISLANDS

The SGI are located in the Salish Sea, between Vancouver and Victoria, with island populations ranging from approximately 350-2,000 residents. The islands of Galiano, Mayne, North and South Pender Islands, Saturna, and associated islets make up an unincorporated rural EA under the jurisdiction of the CRD.

The dominant housing form in the SGI is the single family detached home. This includes cottages and small cabins. The authority for land use planning for the islands rests with Islands Trust, a special purpose local government with a mandate to preserve and protect the environment and unique amenities of the islands. The Islands Trust Local Trust committees adopt Official Community Plan bylaws and regulate zoning (siting, density and use) through land-use bylaws.

This report does not address how land-use tools can be used to support affordable housing as this has been covered extensively in a range of other reports that are referenced within this document. Also, it should be noted that under legislation, the Islands Trust Area is not subject to Regional Growth Strategies. The SGI EA (and the Salt Spring Island EA) are therefore not included in the CRD's Regional Growth Strategy.

Housing need on the islands is often hidden from view. Unlike urban centres where homelessness and poverty is visible in the shelters and tents in parks and other public areas, the social and affordability crisis on the islands is buried in the back forty of large rural properties, in trailers, converted sheds, and other inadequate or unsafe housing conditions. Solutions to the housing crisis on the islands also look different and cannot be geared solely to a growth orientated model of density increases and purpose-built multi-family housing.

## A NOTE ABOUT SMART GROWTH

Sustainable urban planning principles focus on creating complete communities and focusing density in commercial cores where there is access to public transit and services within walking distance. This helps cities shift from a planning model dominated by new highways, car dependency and urban sprawl. However, in the SGI, sustainable development looks a little different. Without public transit or fully serviced village cores, focusing density to commercial centres doesn't make as much sense. Island economies do not have predicable commuter patterns, and traffic volume increases are usually caused by ferry traffic.

Also, concentrating density in one area of the island can have negative impacts on that local groundwater region; distributing density across the island is more sustainable for the freshwater carrying capacity of the island. That is not to say that the islands can't handle any multi-family development. Some areas on some islands can, and the rezoning process is rigorous to ensure this. Nevertheless, urban planning models need to be adapted to achieve sustainable development on the islands, where affordable housing can be achieved within existing settlement patterns and limits to growth.

## HOUSING NEEDS

Compared with the rest of the CRD and BC, there are higher proportions of very low-income residents on the SGI, and slightly higher above moderate to high income households. Referenced throughout this document, the *Southern Gulf Islands Housing Needs Assessment* (JG Consulting, 2018) provides an in-depth analysis of the housing needs in the region. In 2022, the CRD commissioned a supplemental update to the Housing Needs Assessment to look specifically at changes in the housing market since 2018.

The following key areas of need were identified:*

- The 2018 Housing Needs Assessment showed that incomes and costs of housing were misaligned. This gap appears to have widened in the last 4 years.
- The rental situation on the islands is desperate and is adversely impacting the local economy and the ability to deliver services.
- Primary market rental stock is limited. The majority of rental units are through the secondary market which leads to insecurity for the renter. Renters are of-ten precariously housed with a lack of proper renter protections. Rental pres-sures across the region are high, and this pressure is heightened across the SGI due to a lack of primary rental stock.
- Hidden homelessness is being experienced by individuals across all islands. This continues to be an issue with individuals couch surfing, living out of cars and boats, and camping.
- Housing supply is limited and lacks diversity, with development lagging, this has resulted in a persistent challenge for owners and renters trying to source affordable, adequate, and suitable housing.**

Sources: *Southern Gulf Islands Housing Needs Assessment, 2018; **Southern Gulf Islands Updated Market Analysis (Urban Matters, 2022)



Photo by Partners & Hawes courtesy of Southern Gulf Islands Tourism Partnership

The 2018 Housing Needs Assessment found that in order to keep pace with population growth across the SGI, an additional 16 housing units will be required annually or 397 over the next 25 years.*

The table below suggests that a wide range of housing prices are needed on the islands, with a median purchase price of $295,000 and median rental rate of $1,351.

Ideally there would be a substantial supply (up to 575 units) of rental housing priced at $625/month or less. This table also highlights the need to include some supply (up to 185 units) of very low rental units ($313 and less).

At the high end of the income range, a relatively large segment of the population (31%) earning $80,000+ can afford rental housing priced at $2,250+/month and can purchase housing priced at $520,000+.**

The 2018 HNA was based on census data from 2016. While this data is out of date, the story it tells has not changed, with the gap between income and access to housing widening each year.

Table 23 - Ideal Housing Supply - Rental and Purchase Prices

| Income Group | Household Income 2010 | # Households | % Households | Avg. Income | Affordable Rent | Affordable Purchase |
|---|---|---|---|---|---|---|
| Little to no income* | under 5,000 | 55 | 2% | 5,000 | 125 | N/A |
| | 5,000 to 9,999 | 50 | 2% | 7,500 | 188 | N/A |
| | 10,000 to14,999 | 80 | 3% | 12,500 | 313 | N/A |
| Low | 15,000 to 19,999 | 125 | 5% | 17,500 | 438 | 60,500 |
| | 20, to 29,999 | 265 | 11% | 25,000 | 625** | 110,000 |
| Low to Mod | 30,000 to 39,999 | 310 | 13% | 35,000 | 875 | 171,000 |
| Moderate | 40,000 to 49,999 | 270 | 11% | 45,000 | 1,125 | 235,000 |
| Mod to > Mod | 50,000 to 59,999 | 205 | 8% | 55,000 | 1,375 | 300,000 |
| >Mod to High | 60,000 to 79,999 | 355 | 14% | 70,000 | 1,750 | 395,000 |
| High | 80,000 to 99,999 | 270 | 11% | 90,000 | 2,250 | 520,000 |
| | 100,000 | 490 | 20% | 100,000+ | 2,500+ | 585,000+ |
| **Total/Median Income** | | **2,475** | **100%** | **$54,037** | **$1,351** | **$295,000** |

*185 units needed rents under $313
**575 units needed rents under $625
Source: Southern Gulf Islands Housing Needs Assessment

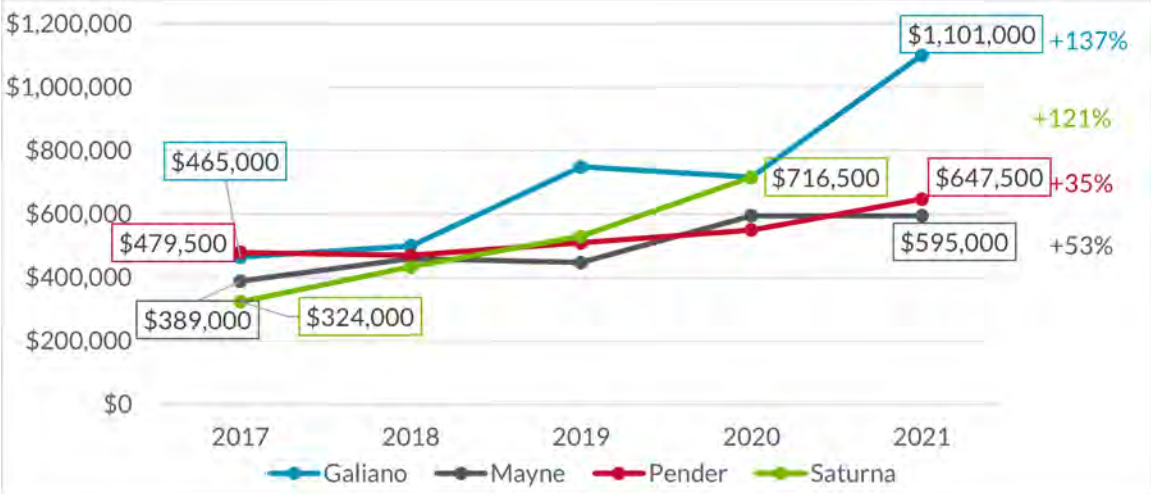
Sources: *JG Consulting, 2018; **ibid

## AFFORDABLE OWNERSHIP HOUSING

In 2018, the median home price in the SGI was $580,000, requiring a median income of $99,500 to finance a purchase. The median household income in the SGI at that time was $54,000 (2016 Census) and has not changed significantly, suggesting the need for more housing stock at the median price of $295,000.*

Since 2018, the housing market is observed to have changed in part due to impacts of changing settlement and labour patterns related to the COVID-19 pandemic. Median house prices increased between 35% to 137% ,depending on the island, between 2017 and 2021.**

**Median Sales Price for Single-Detached Dwellings by Southern Gulf Island^, 2017-2021**




Source: Urban Matters, 2022

## INCREASED STOCK OF RENTAL HOUSING

From 2018 to 2021, the housing inventory and market conditions have made renting housing less accessible for residents and workers on the SGI. Between 2018 and 2021, regional median rental rates have increased between 9% to 27%.*

Renters face insecurity with the majority of rental housing across SGI comprising of secondary market rental units^^. Seasonal housing demands places increased burdens on the rental market, which is limited across the SGI. Employers face challenges with staffing due to the employee challenges with securing affordable housing.***

^Single-detached dwelling sales data is not available for Saturna Island for 2021. The percent change for Saturna is calculated from 2017-2020.
^^Fee simple single-family homes, secondary suites, strata condominiums, and townhouses being rented out by private owners.
Sources: *JG Consulting, 2018; **Urban Matters, 2022; ***ibid



## FAMILY HOUSING

Only 10% of the housing supply is suitable for families with children. The demographics of the islands skew heavily towards seniors (66% are 55+) and the inability to attract young families impacts workforce as well as the volunteer pool for these communities, which rely more heavily than incorporated municipalities on volunteer labour.

## WORKFORCE HOUSING

The lack of housing for employees has a significant impact on SGI businesses when unable to hire staff because of lack of housing or when they lose workers who leave the island for lack of housing. This exacerbates the already small recruitment labour pool.

## SENIORS' HOUSING

The SGI has a very high proportion of 55+ seniors, compared to the CRD or B.C. (66% vs. 37% and 32% respectively). Residents aged 55-64 are an indicator of likely seniors' housing needs in the coming years.

The seniors' population is also growing; the 65+ population has grown to 44% (compared to CRD 33%), and the 85+ population has grown at almost double the rate in the CRD (SGI 40.9%, CRD 20.5%). There are limited options for low-income seniors, downsizing seniors, those in need of universal design, those needing supported or assisted living, or those that would like to age in place.*

## RENTAL HOUSING QUALITY

The existing rental supply is of poor quality and is often unpermitted or illegal under zoning, making the units even more precarious.**

## VACATION HOMES

In some cases, offering short term vacation rental use of a property can serve as a mortgage helper and support affordability for the resident owner. However, in the Southern Gulf Islands, many of the vacation homes are owned by non-residents and left empty for most of the year, resulting in either the loss of housing stock for residents, or as a contributor to insecure tenure as tenants must vacate when the unit is rented out or used seasonally by the owners.

Historically, there has been a high level of non-resident ownership in the region which does contribute to housing problems in the islands. According to the 2016 Census, only 51% of the private dwellings in the region are occupied by "usual," year round residents.^ Vacation homes are often rented to other vacationers over platforms such as AirBnB and VRBO, which can drive the cost of rental housing up and, in some cases, can further remove units from the residential rental market.

Sources: *North Pender Island Age Friendly Plan (VanHemert, 2014); **JG Consulting, 2018
^This may be shifting since the pandemic, however, the SGI has seen a 28% increase in population between 2016 and 2021, with the greatest population growth seen on Mayne Island at 37%.



Photo by Stasia Garraway courtesy of Southern Gulf Islands Tourism Partnership

## ROLES AND RESPONSIBILITIES

Housing in the SGI is a shared responsibility held by various levels of government and government agencies, developers, residents and other community actors. More detail on each function can be found in Appendix 1:

**Islands Trust:** Islands Trust Local Trust Committees on each island are responsible for controlling use and density through the adoption of Official Community Plans, land use bylaws and other regulations that establish land use patterns. Islands Trust administers the land-use approval process and supports adherence though bylaw compliance and enforcement.

**Capital Regional District:** The CRD is responsible for the Regional Housing Affordability Strategy; supports collaboration and regional approach; secures affordability though Housing Agreements; develops, owns, manages and supports investment in affordable housing through a range of programs; and administers the BC Building Code through building permits and inspections and compliance.

**Province of British Columbia:** The Provincial Government is responsible for housing affordability planning; funding and developing affordable housing through BC Housing, offering various financing options, regulating the market; and the establishment of legislation that shapes tenancy rights. The Province also legislates the health and safety of buildings through the B.C. Building Code.

**Federal Government:** The Federal Government is responsible for the National Housing Strategy; funding affordable and social housing; providing for tax-based credits and exemptions for housing affordability; providing mortgage loan insurance; and regulating the market.

**Non-Profits:** Non-profits develop and/or partner with developers, builders, or housing organizations to support development.

**Private Developers:** Private developers provide for new housing supply; and through new developments can provide amenity contributions and/or partnerships with non-profits and/or government.

**Private Residents:** Residents have a role supporting affordable housing by welcoming affordable housing projects in their neighbourhoods and offering accessory units for rent on their own properties.



Photo by Partners & Hawes courtesy of Southern Gulf Islands Tourism Partnership

# CRD Housing Goals

This strategy is guided by the overarching goals of the CRD Regional Housing Affordability Strategy.

1. Build the right supply of housing across the spectrum.
2. Sustain a shared regional response to existing and emerging housing demand.
3. Protect and maintain existing non-market and market rental housing stock.
4. Develop and operationalize a regionally coordinated housing and homelessness response.
5. Create community understanding and support for affordable housing developments.

# Southern Gulf Island Housing Goals

Within this framework, there are goals specific to the context of the SGI EA that guide the objectives of this strategy:

1. Support a mix of housing options to meet needs across the spectrum.
2. Develop and support purpose-built, multi-family affordable housing.
3. Encourage opportunities for affordable housing within existing settlement patterns.
4. Focus on rental and ownership housing that is affordable and prioritized for island residents.
5. Support islanders providing housing for islanders.

# Housing Objectives

## 1. EXPLORE THE POTENTIAL FOR A CRD RURAL HOUSING PROGRAM

The SGI EA's housing needs would likely be better addressed through housing programs that are right sized, and designed to meet the low density, growth constrained island context. On the SGI, this means ensuring safe and healthy housing for seniors, families, singles, and workers in a way that does not focus solely on high-density development and acknowledges that purpose built, multi-family housing will be the exception and should not be the only solution for the communities' housing needs.

The Regional Housing Trust Fund (RHTF) has provided funding for successful affordable housing projects in other parts of the region but despite efforts to work with local housing groups on the SGI, none of the projects were able to advance to the point to being considered for grants from the RHTF. The current plan is to transition the RHTF requisition to service the debt on Regional Housing First Program (RHFP) projects. This plan, along with the current limitation of RHTF applications to RHFP projects, means that these funding programs are not likely to be able to support future SGI affordable housing projects due to less funds available for granting.

One of the key issues facing the ability for SGI projects to access to publicly administered grants and financing is the scale of projects needed to become eligible for provincial, federal or regional funding programs. The programs delivered through BC Housing and CMHC tend to be based on criteria that favour large scale, multi-unit projects, and do not fit with the low density settlement pattern and rural economic context of SGI communities.

A rural housing program that takes into consideration the unique characteristics of SGI communities could be explored to support the low density settlement pattern of the EAs and especially on the SGI and within the Islands Trust Area.

- **ACTION:** Develop a business case that explores the viability of establishing a CRD Rural Housing Program that includes the SGI EA.
- **ACTION:** Ensure that future CRD housing supply initiatives take into account the needs of smaller, rural communities like the SGI.
- **ACTION:** Engage with BC Housing and CMHC to incorporate a low density, rural approach within provincial and federal capital funding programs.
- **ACTION:** Explore opportunities for funding programs based on partnerships and innovative funding models.

## 2. ESTABLISH ANNUAL AFFORDABLE HOUSING DEMAND ESTIMATES

In 2018, the SGI Housing Needs Assessment identified the potential need for an additional 397 housing units over the next 25 years to keep up with projected population growth. There is a need for a mix of units across the spectrum that is suitable to house seniors, families, and the workforce, including affordable rental and ownership tenure options.

To meet demand estimates, affordable housing units owned and operated by non-profit housing providers (including CMHC) or by the private sector should have rental and resale rates controlled for affordability by housing agreements registered on the property title. Meeting this demand is a shared responsibility of the federal, provincial, and local governments, and can be advanced in partnership with the non-profit sector, wherever possible. Continuous data collection and monitoring is important to achieving target goals.

- **ACTION:** Establish housing demand estimates for the SGI EA.
- **ACTION:** Provide monitoring on the number of new affordable units established on the SGI.
- **ACTION:** Update the SGI Housing Needs Assessment every five years.

## 3. SUPPORT THIRD PARTY AFFORDABLE HOUSING PROJECTS

The CRD's Rural Housing Program should facilitate and support affordable housing proposals by third parties. Island communities have unique approaches to solving problems. Many community needs on the islands are met through volunteerism and by non-profit societies. However, land and housing development is complex, requires multiple approvals from several different governing bodies, and often involves a high level of community interest and political scrutiny which can be challenging. Unless there is budget to hire professional project managers, as even highly motivated volunteers have become discouraged over time. Some housing initiatives on the islands have been in process for over 10 years with little progress. Professional support would contribute to more successful community housing projects.

Housing proposals need to be set up for success with professional guidance and strategic approaches to address the unique sensitivities of the local island/electoral area context. CRD could develop toolkits to support non-profit groups and staff could provide expertise, guidance, and support in helping the group navigate the steps to achieving their goal. Some suggested tools include:

- **A guide to the regulatory process** for establishing affordable housing. Include a map of the differing roles of various agencies, and contact information.
- **A guide to financing** affordable housing – sample pro-formas and lessons learned from other projects.
- **A guide to understanding** the need – a summary of the Housing Needs Assessment and a breakdown of the CRD's affordability targets.

Where local government support is needed, the CRD wants to provide it by taking an involved approach. Any new affordable housing units should serve to further the CRD's objectives. If the CRD's affordable housing targets are measured by number of new units of affordable housing, then the success of third party proponents also becomes the success of the CRD.

- **ACTION:** Explore the feasibility of creating housing planning capacity within the CRD to serve EAs.
- **ACTION:** Continue to work with non-profit housing providers to broker access to provincial and federal funding programs and, where possible, partner with groups to support applications for multi-family, affordable, housing developments.
- **ACTION:** Identify surplus CRD land for affordable housing development.
- **ACTION:** Create a toolkit for affordable housing development that could be used by third-party affordable housing developers that takes into consideration the unique characteristics of the SGI communities.
- **ACTION:** Increase information sharing to improve awareness of support opportunities for non-profit housing societies entering into the field of affordable housing project operations.
- **ACTION:** Adoption and administration of Housing Agreements to ensure affordability.

## 4. CONSIDER HOW TO SUPPORT PRE-DEVELOPMENT EXPENSES FOR AFFORDABLE HOUSING

A CRD Rural Housing Program should recognize that part of the difficulty of achieving multi-family zoning on the islands is related to servicing and concerns over environmental impacts. Any multi-family zoning proposal for affordable housing needs to be supported with sufficient pre-development funding to support professional studies. Typically, funding is required for land surveys, hydrogeological reports, hydrological reports, archaeological studies, and environmental impact assessments, in addition to the engineering and design required for the buildings themselves. Note also that where bare land is being used and will be serviced onsite with groundwater, a well needs to be drilled before proof of water can be established and a groundwater licence will need to be issued by the Province.

A CRD Rural Housing Program should recognize the high site development costs in a rural context, as they are often starting with bare land. These projects require funding for road development, septic works, tree clearing, well drilling, etc.

- **ACTION:** Identify pre-development funding for eligible affordable housing projects.
- **ACTION:** Identify site development funding for eligible affordable housing projects.



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

## 5. SUPPORT THE SECONDARY HOUSING MARKET

Even when set up for success, proposals for purpose-built, multi-family affordable housing projects can take many years and are difficult to achieve on the islands. The CRD Rural Housing Program could look to establish a fund for islanders housing islanders, with the purpose of supporting the development of accessory dwelling units (secondary suites and cottages) on land where zoning allows such units, in addition to single family dwellings.

There are a variety of tenure options to support the provision of both rental and affordable ownership (*through the building strata provisions of the Strata Property Act*).

Properties with accessory units could be owned by non-profit housing societies, or supported with funding to be owned privately and controlled for affordability using a housing agreement, administered by the CRD. A granting program would support individual property owners to develop secondary suites or cottages on their properties – uses allowed under existing zoning – in exchange for registered housing agreements on title to ensure appropriate tenure, use, and affordability.

This could achieve a number of benefits for the community:

1. Supports affordable rental and ownership as the property owner gets a mortgage helper and the community gets rental housing, one unit at a time. The cost of building is otherwise prohibitive for median income families to build out their densities.
2. Supports aging in place as many seniors could use additional help on their land and would benefit from having others living close to them. Lower income seniors may own their house and land, but need financial support to build a suite or cottage. Some seniors would then have the option to move into the smaller cottage and rent out the primary structure on their property, which may not be suitable for senior living, which would open up more family-appropriate housing stock.
3. Can be implemented as an immediate solution without lengthy rezoning processes.
4. Works within the rural settlement pattern of the existing community and provides a form of housing that islanders want to live in.

- **ACTION:** Explore the development of a fund or granting program to support the development of accessory dwelling units by existing residents.
- **ACTION:** Develop garden suite/cottage building plans, designed to maximize affordability and to meet floor area requirements under zoning.

## 6. ENABLING ALTERNATIVE HOUSING TYPES

Low-cost alternatives to traditional housing are in high demand on the islands, these include requests for tiny homes, shipping containers, and converted recreational vehicles. It should also be acknowledged that the existing affordable housing stock on the islands is comprised, in part, by illegal dwellings, mobile homes, and converted sheds. These solutions have emerged out of necessity both for rental income and the desire to provide a place to live for a friend, family member, or someone else from the community.

The CRD Building Inspection department administers and enforces the BC Building Code (BCBC) and does not control what is permitted under provincial legislation. There is a need for the Province of B.C. to consider how tiny homes specifically could be permitted with legal occupancy permits. Additionally, traditional lenders will not finance a dwelling that is under 600ft. An integrated approach to support affordable housing forms would include collaboration with financial institutions.

Under the BCBC, an allowance for more variation in structural design can be permitted under Part 4 and other alternative solutions are sometimes permitted with the stamp of an engineer. A CRD Rural Housing Program could work with the experts in Building Inspection to evaluate alternative ways to meet the building code. It could also commission pre-fabricated or pre-engineered plans for garden suites/cottages that are sized to Islands Trust zoning requirements.

- **ACTION:** Work with Building Inspection staff to evaluate opportunities for alternative building approvals.
- **ACTION:** Property acquisition plan to develop within existing zoning.
- **ACTION:** Advocacy in support of regulatory change to enable the building and financing of small dwellings, under 600ft.
- **ACTION:** Advocate to the Provincial Government to reconcile the B.C. Building Code to enable affordability and give people more options for affordable building practices.

## 7. WHOLE GOVERNMENT APPROACH: INTERAGENCY COLLABORATION AND ADVOCACY

The unincorporated communities of the SGI have a complex governance model, and there are a variety of agencies involved in the development and approval of housing on the islands. Overlapping and contradictory requirements and standards raise concerns that the development approval process is unnecessarily expensive and cumbersome, with contingencies that can be impossible to overcome.

There are also affordable solutions to servicing requirements that are not addressed by legislation or within the power of staff to approve, but which can be cost effective and thus contribute to the overall affordability of a project (composting toilets is a common example). Relying on engineered designs does not support the affordability of the project. CRD could establish interagency working groups to coordinate and seek to solve some of these challenges. Agencies to be involved include Island Health, Islands Trust, CRD, and the Ministry of Transportation and Infrastructure. Letters of agreement should be explored to formalize the collaboration.

- **ACTION:** Establish an interagency round table to discuss social and affordability improvements that can be advanced by each agency.



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

## Summary and Next Steps

| | | | |
|---|---|---|---|
| **Objective 1** | **Explore the Potential for a CRD Rural Housing Program** | | |
| | Action 1a | Develop a business case that explores the viability of establishing a CRD Rural Housing Program that includes the SGI EA. | 2022 |
| | Action 1b | Ensure that future CRD housing supply initiatives take into account the needs of smaller, rural communities like the Southern Gulf Islands. | 2022 Ongoing |
| | Action 1c | Engage with BC Housing and CMHC to incorporate a low density, rural approach within provincial and federal capital funding programs. | 2022 |
| | Action 1d | Explore opportunities for funding programs based on partnerships and innovative funding models. | 2022 |
| **Objective 2** | **Establish Annual Affordable Housing Demand Estimates** | | |
| | Action 2a | Provide monitoring on the number of new affordable units established on the SGI. | 2023 |
| | Action 2b | Establish housing demand estimates for the Southern Gulf Islands Electoral Area. | 2023 |
| | Action 2c | Update the SGI Housing Needs Assessment every five years. | 2023 |
| **Objective 3** | **Support Third Party Affordable Housing Projects** | | |
| | Action 3a | Explore the feasibility of creating housing planning capacity within the CRD to serve Electoral Areas. | 2022 |
| | Action 3b | Continue to work with non-profit housing providers to broker access to provincial and federal funding programs and where possible, partner with groups to support applications for multi-family, affordable, housing developments. | 2022 Ongoing |
| | Action 3c | Identify surplus CRD land for affordable housing development. | Ongoing |
| | Action 3d | Create a tool kit for affordable housing development that could be used by third party affordable housing developers that takes into consideration the unique characteristics of the SGI communities. | 2023 |

| | | | |
|---|---|---|---|
| | Action 3e | Increase information sharing to increase awareness of support opportunities for non-profit housing societies entering into the field of affordable housing project operations. | 2023 |
| | Action 3f | Adoption and administration of Housing Agreements to ensure affordability | Ongoing |
| **Objective 4** | **Consider How to Support Pre-Development Expenses for Affordable Housing** | | |
| | Action 4a | Identify pre-development funding for eligible affordable housing projects. | 2022 Ongoing |
| | Action 4b | Identify site development funding for eligible affordable housing projects. | 2022 Ongoing |
| **Objective 5** | **Support the Secondary Housing Market** | | |
| | Action 5a | Develop garden suite/cottage building plans, designed to maximize affordability and to meet floor area requirements under zoning. | 2023 |
| | Action 5b | Explore the development of a fund or granting program to support the development of accessory dwelling units by existing residents. | 2023 |
| **Objective 6** | **Enabling Alternative Housing Types** | | |
| | Action 6a | Work with Building Inspection staff to evaluate opportunities for alternative building approvals. | 2023 |
| | Action 6b | Property acquisition plan to develop within existing zoning. | 2023 |
| | Action 6c | Advocacy in support of regulatory change to enable the building and financing of small dwellings, under 600ft. | 2023 |
| | Action 6d | Advocate to the Provincial Government to reconcile the BC Building Code to enable affordability and give people more options for affordable building practices. | 2022 Ongoing |
| **Objective 7** | **Whole Government Approach: Interagency Collaboration and Advocacy** | | |
| | Action 7a | Establish an interagency round table to discuss social and affordability improvements that can be advanced by each agency. | 2023 Ongoing |



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

# Appendix 1: Roles and Responsibilities

## THE CAPITAL REGIONAL DISTRICT

The CRD is committed to developing a coordinated approach to increase the supply of affordable housing within the region and to address the housing needs of its most vulnerable citizens. The CRD's efforts to provide ownership and rental housing are carried out in tandem with implementation of the Regional Housing Affordability Strategy, which aligns and provides more specific actions that support the policy direction set out in the CRD's Regional Growth Strategy.

## THE REGIONAL HOUSING AFFORDABILITY STRATEGY (2018)

The RHS sets out a plan of action for meeting two key housing-related priorities integral to the long term livability and sustainability of the capital region: 1) the development of policies and strategies designed to promote and support a range of housing types and tenures to meet the needs of individuals of all ages, incomes and abilities; and 2) initiatives to improve housing affordability including the provision of a mix of housing types (market and non-market). Included in the RHAS is a series of goals and objectives as well as strategies to be considered by the CRD and its potential partners, including municipalities, electoral areas, other levels of government and the non-profit, co-op housing and private sectors. The RHAS also provides an overview of CRD programs and initiatives and provides a foundation for leveraging CRD knowledge, assets and resources to provide for an expanded range of safe, secure, affordable and accessible housing choices throughout the region. The RHAS includes a definition of affordability, and the target income groups and demand estimates for future units. These measurable targets will enable the CRD to gauge the effectiveness of future actions.

## LAND BANKING AND HOUSING SERVICE

The CRD created a Land Banking and Housing Service in 1974 to acquire, assemble or bank land or borrow for the purposes of developing and/or operating affordable housing units. The service operates in accordance with Bylaw 3712, and can currently borrow up to $25 million in order to build and operate affordable housing in the region.

## CAPITAL REGION HOUSING CORPORATION

In 1982 established the Capital Region Housing Corporation (CRHC) to operate affordable housing in the region. The CRHC is a wholly-owned subsidiary of the CRD, and its mandate is to develop and manage affordable housing to meet the needs of people living within the capital region. The 2020 CRHC Annual Report CRHC indicates that the CRHC, as of December 31, 2020, owned and managed 1,773 units of rental housing for households with low-to-moderate incomes within 49 non-market housing developments in seven local government jurisdictions across the region. The CRHC is engaged in a significant growth period and is active in several new developments as well as strategic redevelopments to increase the density and availability of additional affordable housing on a number of its current properties.

## REGIONAL HOUSING TRUST FUND

In 2005, seven local governments in the region established the Regional Housing Trust Fund (RHTF) Commission, though which a requisition each participating member contributes an equitable portion of funding to a housing grants program dedicated to leveraging funding from other levels of government and other sources to create affordable housing in the region. The service is governed by Bylaws 3266 and 3294 and currently includes 11 municipalities and two EAs. The maximum contribution to the fund is $1 million. In 2016, the CRD Board approved a resolution supporting the transition of the RHTF from the provision of capital grants to paying the debt servicing costs related to borrowing to support the Regional Housing First Program. This transition is expected to take place in 2022. In 2018, the RHTF Commission approved a resolution restricting applications for the RHTF funding to Regional Housing First Program projects.

## REGIONAL HOUSING FIRST PROGRAM

In 2016, the CRD Board approved the creation of the Regional Housing First Program (RHFP), and directed staff to engage provincial and federal authorities to explore the opportunity to partner in creating a capital development fund to help build housing that could be used to address issues related to chronic homelessness in the region. The RHFP Partnership now includes the CRD, BC Housing and CMHC, through which each partner has committed $40 million each to a $120 million capital funding pool to create up to 2,000 affordable housing units. Of these, 400 are to rent at provincial income assistance shelter rates of $375/month. The program supports mixed market projects through which 20% are to rent at the income assistance levels while the remaining 80% of units are to be affordable to low-to-moderate income households. The initial 100 units have been used to help transition individuals out of supportive housing programs to live more independently with supports. The units vacated in the process are being filled with people who have experienced chronic homelessness in the region.

## RAPID HOUSING INITIATIVE

In 2020, CMHC announced that it had awarded the CRD $13.1 million through the Major Cities Program of the Rapid Housing Initiative. The CRD has partnered with BC Housing to help build two new supportive housing projects, one in Saanich with 52 units and another in Central Saanich with 40 units.

## RESEARCH AND COMMUNITY DEVELOPMENT

The CRD engages with funders, government agencies, local governments and local community housing non-profits and groups to help facilitate the development of affordable housing. These partnerships seek to connect local housing groups to government and other funding sources that can help increase the supply of affordable low end of market and nonmarket housing across the region. HIP also facilitates research related to housing through which it successfully managed the completion of a Housing Needs Assessment for the SGI (2018) as well as the creation of 11 Housing Needs Reports through a regional project through which 11 local governments were able to meet provincial legislative requirements related to housing needs reports. HIP is also responsible for managing the Government of Canada's Reaching Home Program: Canada's Homelessness Strategy.

## SOUTHERN GULF ISLANDS ADMINISTRATION

The SGI Initiatives division manages service delivery and community planning in the SGI communities by facilitating the delivery of policy directives and coordinating the needs of the islands with other departments within the CRD. The division supports the operations of the SGI Parks and Recreation Commissions, and assists with delivering the project priorities of the Community Economic Sustainability Commission. The island based community liaisons are also contracted through this division.

## SOUTHERN GULF ISLANDS ECONOMIC SUSTAINABILITY COMMISSION

The SGI Economic Sustainability Commission (CESC) includes representatives from each of Galiano, Pender, Saturna, and Mayne Islands. Pursuant to its establishment bylaw (3803), the objectives of the CESC are:

- To work toward achieving a resilient and sustainable local economy that improves and maintains the SGI's economic prosperity, social equity, and environmental quality.

- To assist in preserving and strengthening existing business, attracting new business, and coordinating local economic development initiatives that contribute to economic prosperity, social equity, and environmental quality.

## CRD BUILDING INSPECTION

The CRD is responsible for overseeing the construction, alteration, repair or demolition of buildings by ensuring the construction complies with the BC Building Code with respect to the health, safety, fire and structural integrity of buildings and structures. The building inspectors confirm that the work carried out meets the requirements of the BC Building Code, CRD Building Bylaw, Local Government Act, and all other relevant bylaws and regulations. The building inspectors establish trust and credibility with internal and external stakeholders. Lending institutions, appraisers, lawyers and others can then rely on building inspection records in determining the value of a building.

## OTHER GOVERNMENT PROGRAMS AND SERVICES

### Federal Government – Canadian Mortgage Housing Corporation

The Canada Mortgage and Housing Corporation (CMHC) is a Crown Corporation of the Government of Canada. The organization's primary goals are to assist in affordable housing development, provide mortgage liquidity, and provide unbiased research and advice to the Canadian government and housing industry. Through CMHC, the federal government works with provincial and territorial partners to reduce the number of Canadians in need by improving access to affordable housing. CMHC programs include the National Housing Strategy (NHS), a $55 billion, 10 year plan to cut chronic homelessness in half and to create 125,000 new homes, and the Investment in Affordable Housing (IAH), a commitment to invest more than $1.9 billion over eight years with provinces and territories cost-matching the federal investment. CMHC also holds long-term agreements with provinces and territories to administer to 80% of existing social housing. The remaining 20% is administered by CMHC and includes the on-reserve portfolio.

## Province of British Columbia – BC Housing

BC Housing is a crown corporation that reports to the Minister of Municipal Affairs and Housing. BC Housing has a wide range of partners including local governments, non-profit organizations, Indigenous organizations and developers. The key responsibilities of BC Housing are to develop, manage and administer subsidized housing options, to build and strengthen partnerships for new affordable housing units, to administer rent supplements and to collaborate with stakeholders. BC Housing also supports outreach to emergency shelters and transitional housing for people who are homeless or at-risk of homelessness. BC Housing is responsible for a portion of the Province's 30-point plant for housing affordability in British Columbia. The BC government is investing $6.9 billion in eleven programs to address housing affordability, to modernize and preserve existing housing, and to supply new housing. The 30-point plan also outlines a commitment to building 114,000 new affordable homes across the Province.

## Islands Trust

The Islands Trust is a federation of local governments serving islands in the Salish Sea. The Trust Policy Statement is fundamental to the operations of the Islands Trust. It guides the development of land-use planning and regulatory bylaws of local trust committees, as well as Trust Council's strategic plan and advocacy program. The Trust Policy Statement does not specifically include policies related to housing, but it does acknowledge the need for sustainable and healthy communities to have access to affordable housing. Throughout the Trust Area, there is a wide range of general Official Community Plan (OCP) policy on affordable housing, including everything from broad objectives to specific land use criteria, and also including special needs, social and seniors' housing objectives and policies. Some OCPs have quite limited references to affordable housing, while others have well thought-out and detailed policies. The OCP policies guide local trust committee decision-making and are implemented by other tools, principally land use bylaws that prescribe zoning.

Local trust committees, through their land use planning authority, can provide opportunities for housing initiatives, but the actual creation of housing requires partnerships between interested residents and property owners, non-government organizations and government agencies. The local trust committee can also hold and administer to housing agreements between themselves and property owners to ensure affordable housing. In the agreement the owner, usually an organization or society, agrees to specific terms such as rental or leasehold rates, allowable amounts for rate increases, or the amount for which a unit may be sold. Housing agreements can also stipulate tenant or owner eligibility based on income or other criteria. Another way that the Islands Trust has supported affordable housing is by coordinating community housing need forums and conducting housing need assessments in the SGI, reports of which can be found on their website.

## LOCAL COMMUNITY HOUSING GROUPS

### Mayne Island Housing Society

The Mayne Island Housing Society (MIHS) is an incorporated non-profit whose purpose is to relieve poverty by providing affordable housing for low-or modest-income residents of Mayne Island. The MIHS also provides advocacy and support to individuals and other agencies that would like housing information, and will support those who may be interested in pursuing a separate housing project of their own design, or on a more modest scale, a rental cottage or secondary suite. MHIS considers the priority for housing to be purpose-built rental accommodation and proposes to build a project up to 10 homes for singles, couples, and families, including seniors. MHIS has retained a professional housing consultant to prepare the business plan/funding proposals for CMHC seed-funding opportunities, as well as capital funding opportunities. The Mayne Island Housing Society has charitable status through the Canada Revenue Agency.

### Galiano Affordable Living Initiative

The Galiano Affordable Living Initiative (GALI) Society was incorporated as a non-profit society in March 2020 with the goal of building and managing affordable rental housing for low-and moderate-income residents of Galiano Island. Their Galiano Green project contemplates 20 rental units in four separate multi-family complexes.

### Gulf Islands Galisle Affordable Rental Housing Society

The Gulf Islands Galisle Affordable Rental Housing Society (GIGAHRS) is a non-profit society incorporated in 2018 with the purpose to relieve poverty by building and managing affordable rental housing for low and moderate income households of Galiano. GIGARHS is currently rezoning two hectares of land at 1663 Georgia View to build 12 dwelling units.

### Galiano Housing Society

Established in 1975, the Galiano Island Housing Society was created to provide housing on a non-profit basis at a reasonable cost for senior citizens in need of accommodation on Galiano Island. The Galiano Islands Housing Society operates Page Drive Seniors' Residence: 16 units of affordable rental housing for Galiano Island seniors

### Saturna Senior Citizens' Building Society

The Saturna Senior Citizens' Building Society (SSCBS) is an incorporated non-profit with the purpose of operating a charitable institution that constructs, provides, maintains, leases, owns and/or manages one or more low-rental housing projects for elderly citizens. The society runs a four unit building called Carefree Court, and is zoned for four more units on their property. SSCBS receives funding from BC Housing to offset mortgage payments for their land. The property falls within the Agricultural Land Reserve.

### Pender Islands Housing Society

Pender Islands Housing Society is a registered charity that operates Plum Tree Court, Pender Islands' only affordable housing complex. It has six independent units of low-cost rental seniors' housing. Plum Tree Court has been run in partnership with BC Housing for almost 40 years.

# Appendix 2: Background Reports

## SOUTHERN GULF ISLANDS HOUSING NEEDS ASSESSMENT (2018)

The SGI Housing Needs Assessment (HNA) was prepared by Janis Gauthier of JG Consulting Services, LTD at the direction of the CRD, and in collaboration with Islands Trust. The objectives of the HNA were to help the Islands Trust and CRD to better understand housing affordability issues in the SGI, to establish baseline data to support long-term planning needs, to provide evidence of need to support applications for funding, and to provide data to guide policy and bylaw development. Data presented in the HNA was obtained from Statistics Canada, BC Stats, BC Assessment, BC Building Department, BC Housing, Multiple Listing Services (MLS), online vacation rental sites, and online surveys of residents and employers. The resident survey saw particularly high response rates with 866 households, representing 1850 occupants or 39% of the SGI population, represented. The HNA contains an inventory of SGI housing stock and its affordability, as well as examines the impact that housing issues have on renters and businesses. The HNA explains that in the SGI, rentals represent 15% of dwellings occupied year-round, which is much lower than both the CRD (37%) and BC (34%) in 2016. The report notes that between 2006 to 2016 rental housing stock in the SGI dropped from 400 to 350 units, a decline that can possibly be attributed to increasing use of properties as short-term vacation rentals. Regarding affordability, the data from the resident survey indicates a high proportion of renters pay more than 30% of their income in rent, with almost half paying in excess of 50% which puts them at risk of homelessness.

Seniors and households with children were identified as particularly vulnerable to housing instability. In the SGI, the amount of social housing differs significantly on a per capita basis (9.0 per 1,000) from the CRD (29.0 per 1,000). In respect to home ownership, MLS data shows that the median home price in the SGI in February 2018 was $580,000, requiring a median income of $99,500 in order to afford to purchase and finance a median priced home. In contrast, the median household income in the SGI is $54,000, suggesting the need for more housing stock at the median price of $295,000. Regarding impacts on businesses, the results of the online employer survey indicate that rental housing scarcity impacts businesses' ability to find staff, but that purpose-built workforce housing could help them to meet their business needs and achieve sustainability. The construction of each new home has the added benefit of providing 3.94 full time jobs for the community. Population projections in the HNA suggest that the SGI population is expected to grow by 15.8% by 2041, and equates the need for an additional 16 housing units annually or 397 over the next 25 years. The report concludes that "all stages of research strongly demonstrate that suitable and affordable housing remains unattainable for many Southern Gulf Island residents...all evidence clearly points to serious shortages in secure, appropriate and affordable housing for low to moderate income earners"(*Islands Trust Community Housing in the Islands Trust Area, 2016, 2019*).

The Final Report: Community Housing the Trust Area (August 2016) presents key findings of the Islands Trust Community Housing Forum held in June 2016, and advances strategies for Trust Council to apply its authority to support local trust committees to meet housing needs in the Trust Area. The Forum highlighted community housing projects from across the region, and gave housing organizations a platform to share their successes and challenges. Focus groups were each assigned a topic, and asked to bring forward suggestions on how Trust Council could advance solutions to

a range of housing issues.  Islands Trust staff evaluated these focus group suggestions, and made recommendations based on whether they were within the Trust Council mandate and legislative authority to carry forward. In response to Forum findings, it was recommended that Trust Council review the Islands Trust Policy statement to ensure that it include a clearly articulated definition of, and vision for, affordable housing, and a framework to guide local trust committees in their consideration of affordable housing decisions. Other report recommendations to Trust Council include budget allocations for housing needs assessments, staffing changes that would enable Islands Trust Council to hold and administer housing agreements on behalf of LTCs, advocacy to senior levels of government for increased funding for affordable housing, and directing staff to explore the potential for the creation of an affordable housing Land Trust. The Final Report accompanies the Islands Trust Affordable Housing Baseline Report, a reference document that details the planning context of each Land Trust Area, as well as the Official Community Plan policies and Land Use Bylaw regulations that direct affordable housing within the Trust Area.

## MAYNE ISLAND DESIGNING THE FUTURE – HOUSING (2020)

The Designing the Future of Mayne Island Strategic Plan (2020) by the Designing the Future of Mayne Island organizing committee details the outcomes of a community-based planning summit convened on Mayne Island over the Fall of 2019. The need for the summit was borne of many converging issues within the community, including an increasingly complex geo-political landscape, an aging population, exhaustion of volunteer resources, missed opportunities for collaboration between community organizations, a lack of secure and gainful employment, barriers to health services, climate change and food insecurity, and a housing crisis. One of the several focuses considered creative solutions to housing insecurity within the community.

The Housing Matters group outlined several strategies for tackling Mayne's housing crisis, including lobbying local government to allow for alternative housing options and increasing density on private land, motivating landowners to provide long-term rental housing, and educating the public on the impact the housing crisis has on the community. In regards to housing creation, the group identified four primary areas for support and development: tiny homes, shared housing, secondary suites, and energy neutral, affordable, and purpose built rental housing. An online survey determined broad community support for the housing proposal.

## GALIANO ISLAND HOUSING OPTIONS TASK FORCE (2014)

The Housing on Galiano: Trends, Needs and Demands report by M. Thomson Consulting is an assessment of Galiano Island's housing needs, and how shifting island demographics and projected housing trends might impact housing demands in the community. The report also considered whether the Galiano Green affordable home ownership model would successfully meet some of the island's housing needs. The report is based on the BC Housing Needs and Demands Assessment template, and was compiled using Statistics Canada Census and National Household Survey, BC Stats, Canada Mortgage and Housing Corporation and Multiple Listings Service data.

The assessment suggests a need for two types of affordable housing: affordable rentals and affordable ownership options, particularly for families. An evaluation of historic rental stocks found that as real estate prices on Galiano increased between 2001 and 2006, the availability of rental housing declined significantly. The author posits that renters leaving the community may have

contributed to the 10% decline in Galiano Island's population between 2006 and 2011, a trend that the author predicts will continue if housing inequities are not addressed. Another important finding was that more than half of Galiano renters spend 30% or more of their income on housing, and are considered in 'housing need', with lone-parent, senior, and non-family households particularly vulnerable to housing instability.

The assessment also highlights the persisting home-ownership gap on Galiano, whereby "median-earning households cannot afford a median-priced home". The author suggests that opportunities for affordable home ownership represent an important strategy in addressing overall housing instability on Galiano. The assessment notes that 150 households on Galiano that earn between $20,000-$40,000 annually were suitable fits for the Galiano Green home ownership model, and that such projects could not only help to retain existing Galiano households, but to attract new families to the community. The author concludes that Galiano Green is just one tool for addressing housing needs within the Galiano community.

Note: Since the 2014 report, the Galiano Green project has been updated to contemplate 20 rental units in 4 separate multi-family complexes, as opposed to the bare-land strata model of the original.

Please contact Islands Trust for a copy of this report.

### MAYNE ISLAND HOUSING OPTIONS TASK FORCE (2011)

The Mayne Island Housing Options Task Force Report was prepared by the Housing Options Task Force at the direction of the Mayne Island Local Trust Committee. The Housing Options Task force was established to provide overall strategic advice to the Local Trust Committee (LTC) on Mayne Island housing, and to identify land use and policy issues related to addressing current and future housing issues. The report is based on data obtained from the 2001 and 2006 census summaries for Mayne Island and the Island's Trust area, interviews with renters and service providers, a questionnaire and a meeting with island businesses, and a household survey. Through extensive community consultation, the Housing Options Task Force identified several priorities for the LTC, namely the expansion of land use zoning to incorporate a variety of dwelling types, and the need to stabilize long-term rental housing. Specific recommendations for dwelling types include making secondary suites a permitted use, increasing zoning to allow multi-dwellings such as row houses, semi-detached duplexes and cooperative housing, and allowing zoning for senior-specific and special needs housing.

Other recommendations include: that a standing advisory group or housing authority be created to assist in the development of a strategic housing plan for Mayne and to provide oversight to housing agreements; that a non-profit be formed specifically to develop, manage and oversee projects that address ongoing housing needs; that the LTC consider the need for housing diversity as an ongoing priority; that the LTC allow accessory suites for seniors and special needs via a Temporary Use Permit or Housing Agreement on residential properties; that the LTC facilitate site-specific housing agreements to change land use to meet identified housing needs; and that the LTC explore options for tax incentives such as tax deferment on new rental construction and tax reduction on long-term rentals. The report also contains an assessment of Mayne Island housing stock, noting that 590 of 1100 Mayne Island dwellings are occupied full time, with 86% owner occupied, and 14%

rented by tenants. Seasonal influxes of visitors and summer workers increase the scarcity of rental housing .The report notes that real estate prices are high compared to the average wage, and the need to create affordable housing options for purchase by those entering into the housing market. The report concludes that local housing needs are influenced by a variety of internal and external factors and may not remain constant. Therefore it is recommended that Mayne Island's housing needs are regularly assessed and reviewed.

Please contact Islands Trust for a copy of this report.

### NORTH PENDER ISLAND AFFORDABLE HOUSING REPORT (2008)

The North Pender Island Affordable Housing Report (2008) was prepared by the North Pender Island Affordable Housing Task Force at the direction of the North Pender Island Local Trust Committee. The Affordable Housing Task Force was established to look at housing need on North Pender Island, and to direct policy and planning work that addresses housing-related issues. The Task Force conducted a community housing needs survey, identifying the following issues: that home ownership costs exceed the income of young families; that there are limited options for downsizing seniors; that there is a limited supply of rental housing; that the existing rental supply is of poor quality; and that low income earners face barriers to renting. Seniors, single parent families, and renters with pets were identified as particularly vulnerable to housing instability. The Task Force also hosted interviews with local businesses, which yielded the following feedback: that their employees had difficulties securing rentals; that they were unable to hire staff because of lack of housing; and that there were instances where workers left the island for lack of housing.

These survey and interview results, as well as a review of what other comparable communities are doing to tackle affordable housing, formed the base for the housing options presented in the report, which include: offering density bonuses to enable developers to build high density senior and special needs housing; higher density housing in select locations; legalizing infill housing whereby housing units are added to an already approved property/community;  creating an affordable housing fund, home trust initiative, and housing registry; encouraging land donations by individuals or community groups; legalizing secondary suites; permitting commercial accommodations to legally offer rentals to community members during the off-season; promoting grant programs that enable lower-income homeowners to upgrade their homes or create secondary rental suites; and educating the government and public about the community's housing needs.

The report concludes that there is no single solution to the challenge of affordable housing, and that solutions are dependent on the island's willingness to innovate and form partnerships. A strategic plan should be developed to respond to the island's future housing needs, and should stimulate the provision of forms of affordable housing, work to better match existing supply of affordable housing with the needs and preferences of North Pender households, and increase the supply of affordable housing choices through lower cost and/or non-profit housing.

Please contact Islands Trust for a copy of this report.



Photo by Rachel Lenkowski courtesy of Southern Gulf Islands Tourism Partnership

Appendix B



# Southern Gulf Islands Updated Housing Market Analysis Report

February 2022

Prepared for the Capital Regional District

Making a difference...together

By Urban Matters CCC

urban matters

# Acknowledgements

The Capital Regional District Southern Gulf Islands is located on the traditional territories of the territories of the Coast and Straits Salish peoples.

We are grateful for the contributions, time, and energy from the Capital Regional District Community Liaisons, Victoria Real Estate Board, and community members who participated in the development of this report.

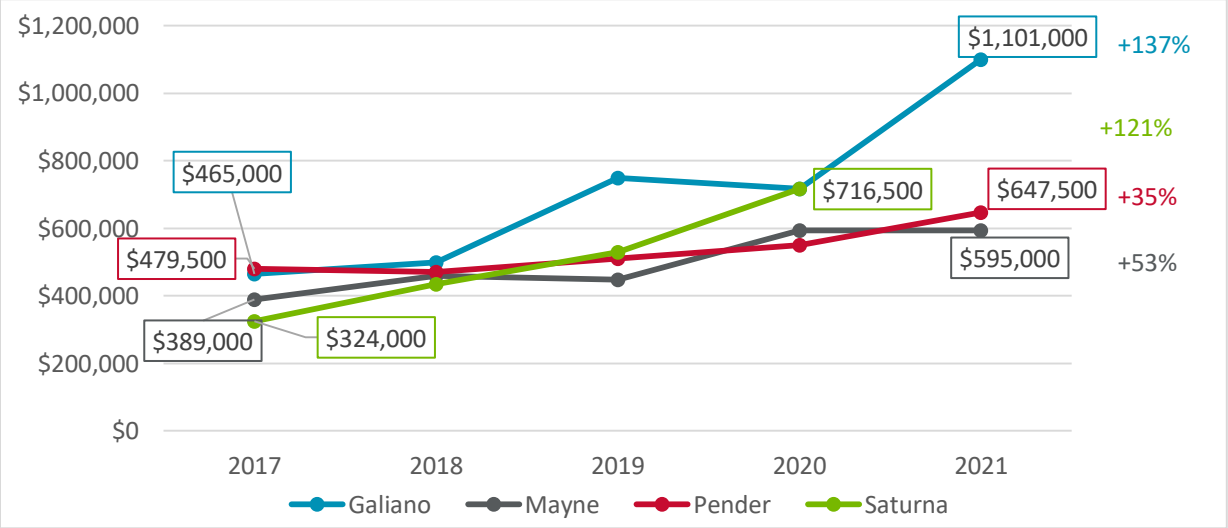
[This page is intentionally blank]

# Executive Summary

The Southern Gulf Islands (SGI) Housing Needs Assessment completed in 2018 provided the Capital Regional District (CRD) with insights on baseline and projected housing needs. Due to COVID-19, housing prices (sales and rentals) have increased. This is consistent with significant real estate increases seen in other parts of the province. This reporting provides an updated market analysis of the housing market across the SGI communities.

Between 2017 and 2021, median sales prices have increased significantly: between 35% to 137% depending on the island.

*Median Sales Price for Single-Detached Dwellings by Southern Gulf Island[1], 2017-2021*




From 2018 to 2021, the housing inventory and market conditions have made purchasing or renting housing less accessible for residents and workers on the SGI. Across the SGI, there has been moderate gains in new housing builds and starts (Recent Completions by Building Permit Data), primarily focused across Galiano Island and North and South Pender Islands.

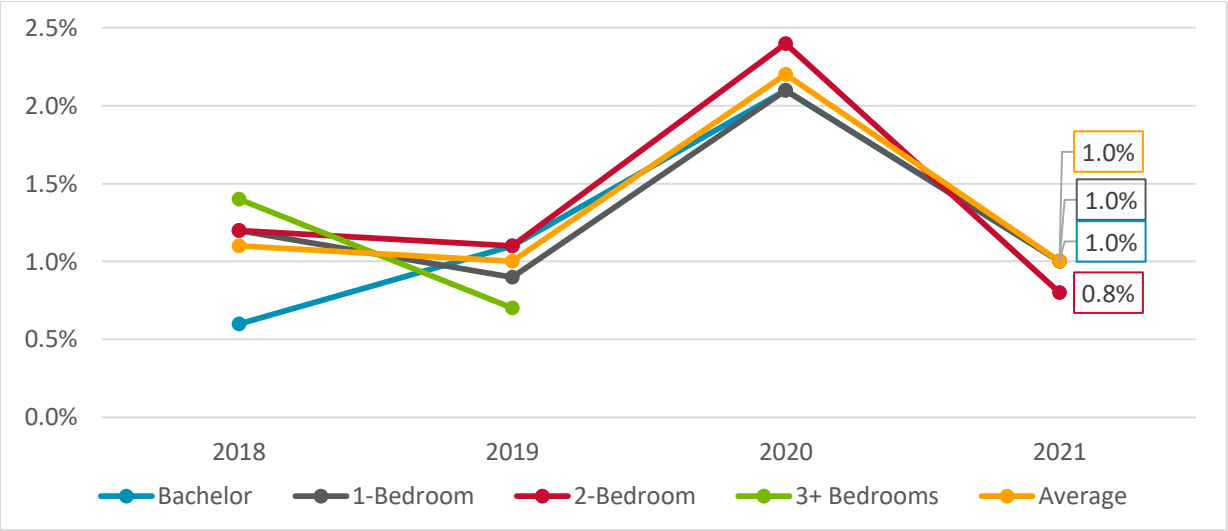
Since 2018, there has been limited improvement in housing affordability for homeowners and renters. Home ownership remains out of reach for many households due to increasing housing costs and challenges with attaining affordable mortgages.

Data on the primary rental market is limited and is not collected through the Canada Mortgage Housing Corporation's (CMHC) Rental Market Survey. To understand the rental market across the SGI communities, a background review of Islands Trust and CRD documentation was completed, in conjunction with targeted interviews. Community members rely on word-of-mouth communication to prioritize housing for local residents due to the competitive nature of the limited rental housing stock. Rental stock is difficult to track due to the informal nature of how rental availability is shared (i.e., not through real estate platforms).

[1] Single-detached dwelling sales data is not available for Saturna Island for 2021. The percent change for Saturna is calculated from 2017-2020.

Regionally (i.e., across the CRD), the data shows rental pressures across all communities. Even where there is a high number of purpose-built rentals, rental pressures are high. The SGI has minimal purpose-built rental units, and communities face their own unique rental housing issues, which exacerbate existing regional rental pressures. Vacancy rates in purpose-built rentals have remained low averaging at 1%, where a healthy rate is 3%-5%.

*Primary Market Rental Vacancy Rates, Capital Region (Victoria CMA), 2018-2021*

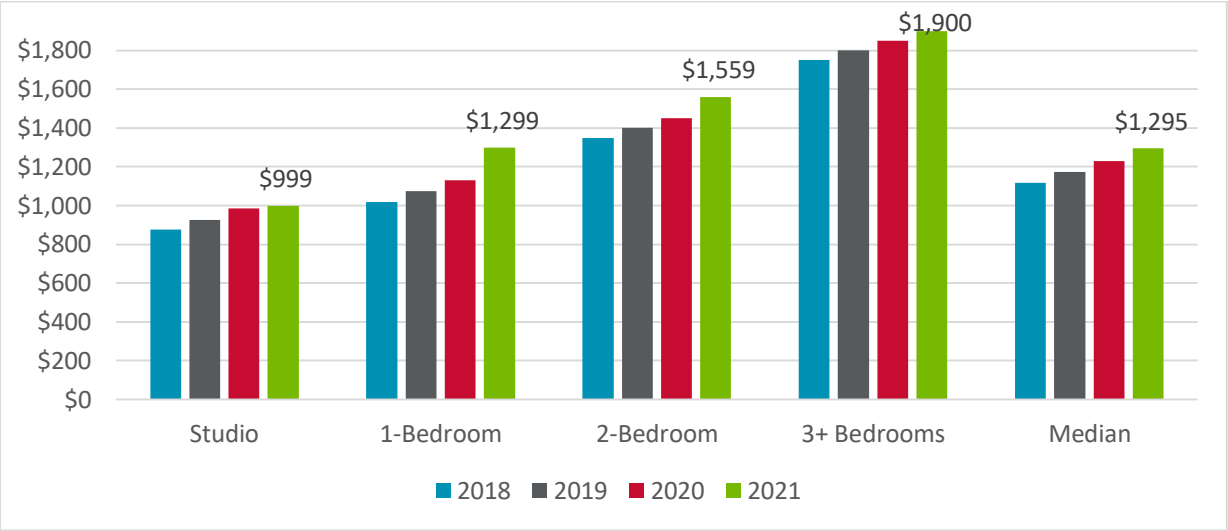



Renters face insecurity with the majority of rental housing across SGI comprising of secondary market rental units.[2] Seasonal housing demands places increased burdens on the rental market, which is limited across the SGI. Employers face challenges with staffing due to the employee challenges with securing affordable housing.

Between 2018 and 2021, regional median rental rates have increased between 9% to 27%. Rental rate increases in the primary market are somewhat controlled due to legislation which limits the annual amount rental rates can increase by.

[2] Fee simple single-family homes, secondary suites, strata condominiums, and townhouses being rented out by private owners.

*Primary Market Rental Median Rent by Bedroom Type, Capital Region (Victoria CMA), 2018-2021*




## Key Areas of Need

The following outline the key areas of need across the SGI:

The 2018 Housing Needs Assessment showed that incomes and costs of housing were misaligned. This gap appears to have widened in the last 4 years.

The rental situation on the islands is desperate and is adversely impacting the local economy and the ability to deliver services.

Primary market rental stock is limited. The majority of rental units are through the secondary market which leads to insecurity for the renter. Renters are often precariously housed with a lack of proper renter protections. Rental pressures across the region are high, and this pressure is heightened across the SGI due to a lack of primary rental stock.

Hidden homelessness is being experienced by individuals across all islands. This continues to be an issue with individuals couch surfing, living out of cars and boats, and camping.

Housing supply is limited and lacks diversity, with development lagging, this has resulted in a persistent challenge for owners and renters trying to source affordable, adequate, and suitable housing.

# Contents

Executive Summary ..... i
1 Introduction ..... 1
2 Market Housing ..... 2
2.1 Recent Completions by Building Permit Data ..... 2
2.2 Homeownership ..... 3
3 Rental Housing ..... 6
3.1 Primary Rental Market (Regional Trends) ..... 6
3.2 Short-Term Rental Housing ..... 8
4 Non-Market Housing ..... 10
5 Community Context and Research Summary ..... 12
6 Conclusion ..... 13

# 1 Introduction

The Southern Gulf Islands (SGI) are comprised of Galiano, Mayne, North and South Pender (Penders), and Saturna Islands, located within the traditional territories of the Coast and Straits Salish peoples. The Capital Regional District (CRD) is undertaking work across the SGI to make strategic recommendations to address housing challenges identified through the Housing Strategy (2022).

This report builds on the baseline data and key findings from the Southern Gulf Islands Housing Needs Assessment report completed in 2018. The following are key findings from the 2018 Housing Needs Assessment:

- Critical shortage of supply of suitable and affordable rental units
- Home ownership is out of reach for most households across the SGI
- Rental housing is impacted by seasonal short-term rental demands
- Local businesses and employees face serious housing challenges due to affordability and availability

Since 2018, market data indicates housing sales prices have continued to grow on each of the islands and the housing markets in each of the four communities have been impacted by the broader pandemic and economic conditions. This report provides an overview of market housing needs and challenges based on analysis of quantitative data from AirDNA, BC Assessment, BC Housing, Canada Mortgage and Housing Corporation, Capital Regional District, Vancouver Island Real Estate Board, Victoria Real Estate Board.

The market data was contextualized through background review produced by Islands Trust, Capital Regional District, and selective targeted interviews. This report is comprised of the following sections:

- Market Housing
- Rental Housing
- Non-Market Housing
- Community Context and Research Summary
- Conclusion

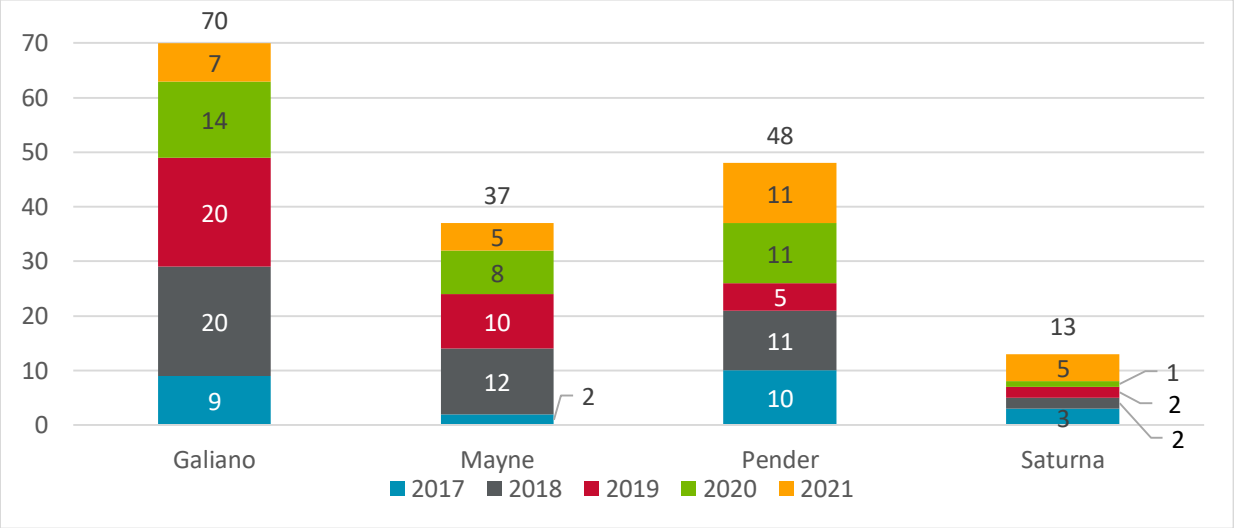
# 2 Market Housing

Housing across the SGI remains limited. Communities use internal networks to help prioritize housing for local residents due to challenges with supply. Housing stock continues to remain low due to increased material costs and labour support challenges (i.e., limited contractors across SGI).

## 2.1 Recent Completions by Building Permit Data

The SGI Electoral Area has seen a modest increase in the number of new dwelling units from 2017 to 2021 as shown by the CRD building permit data. In total, the CRD issued building permits for 168 new single-detached dwellings and 22 secondary suites and auxiliary dwellings during this time period.

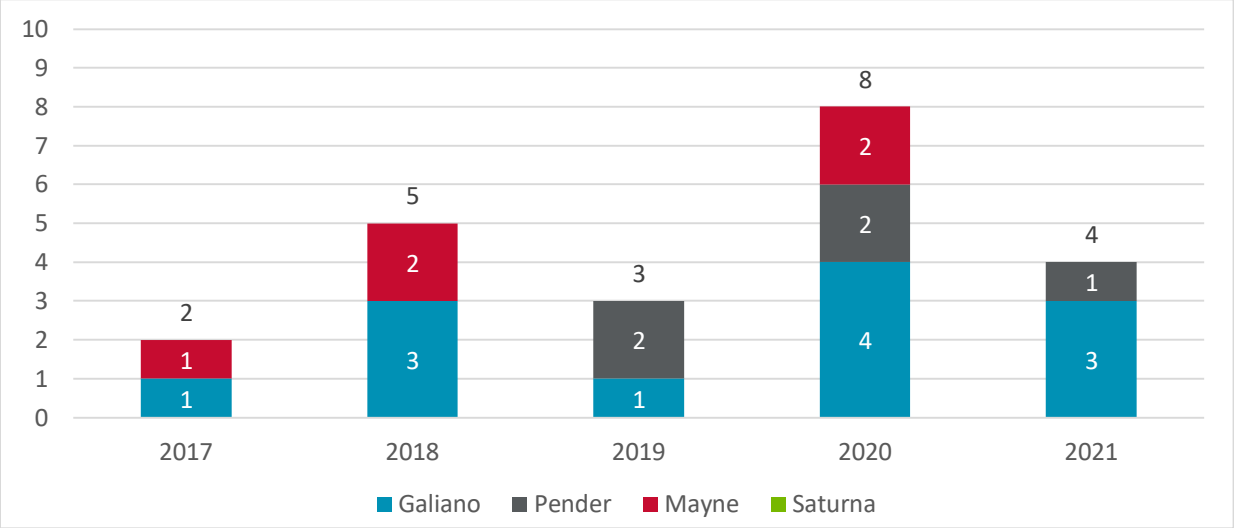
*Figure 1: Building Permits Issued for New Single-Family Dwellings, Southern Gulf Islands, 2017-2021*




*Source: Capital Regional District Building Permit Data, Southern Gulf Islands Electoral Area*

The SGI Electoral Area has seen a consistent number of building permits issued for accessory dwelling units (e.g., cabins, carriage houses, cottages). Between 2017 to 2021, a total of 22 building permits were issued. Of the 22, only 3 permits were issued for secondary suites, solely located on the Penders. Galiano Island held the largest share of the building permits for these two dwelling categories at 55%, with no building permits issued for Saturna Island.

*Figure 2: Building Permits Issued for Secondary Suites and Auxiliary Dwellings, Southern Gulf Islands, 2017-2021*




*Source: Capital Regional District Building Permit Data, Southern Gulf Islands Electoral Area*

## 2.2 Homeownership

Single-detached dwellings are the primary form of housing available for prospective homeowners to purchase across the SGI. This reflects SGI's housing composition as it is primarily made up of single-detached dwellings (96% in 2016). Recent housing sales data for the SGI indicate that the number of single-detached dwellings sold in 2020 and 2021 has not been impacted due to the pandemic and its economic impacts. Despite a slowdown in home sales in 2018-19, 2020 and 2021 saw an increase and has grown back to 2017 levels.

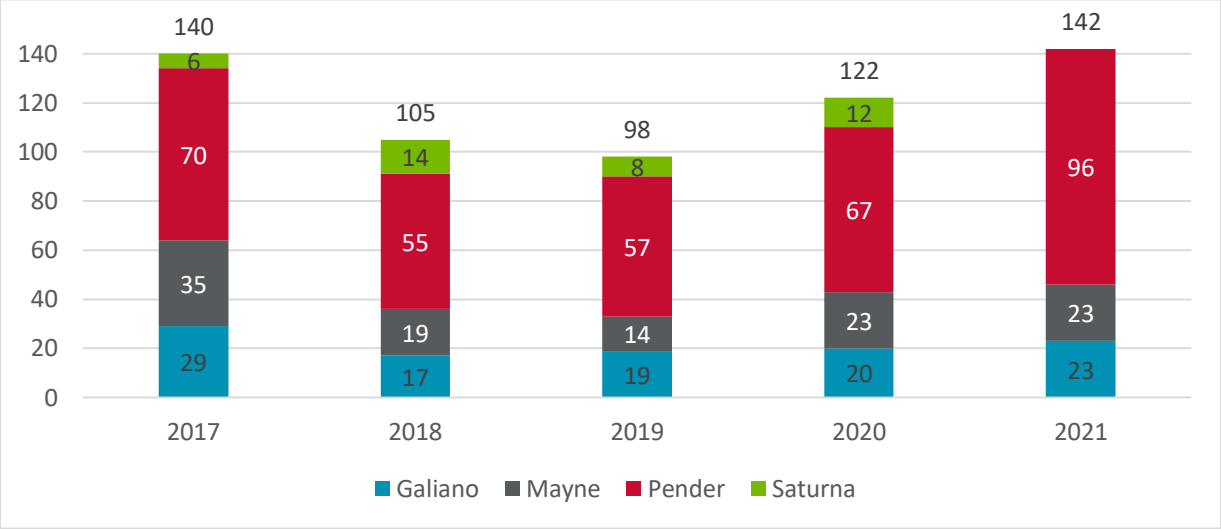
From 2017 to 2021, the Penders held the largest proportion of single-detached dwellings sold across the SGI, reflecting the relative availability of housing for purchase compared to the other islands. Saturna Island held the smallest proportion of single-detached dwellings sold during the same period.

---

*Through this process, we heard that policies and regulations across all islands (i.e., Islands Trust policies, Capital Regional District bylaws) create a complex environment that limits development due to challenges with permitting approvals and density limits. Additionally, development across all islands is limited due to labour availability and the high costs of procuring construction materials, which face the additional cost of material transportation to the islands.*

*Key informants explained that the high sales prices of homes and land make it challenging for local prospective homebuyers to secure financing. Banks require high down payments and consider the SGI a high-risk lending zone. There are financing obstacles when purchasing raw land, which has discouraged new builds. As a result, many prospective home buyers need to source multiple incomes to afford living in the community. The increased cost of housing prices and land have widened the affordability gap for homeownership.*

*Figure 3: Number of Single-detached Dwellings Sold, Southern Gulf Islands[3], 2017-2021*




*Source: Vancouver Island Real Estate Board and Victoria Real Estate Board*

From 2016 to 2021, the average assessed value for a single-detached dwelling across the SGI has grown by 52% from $382,753 to $581,273. The average assessment value increases if the dwelling contains a suite or is located on a property with 2 acres or more. For single-detached dwellings and duplexes on 2 acres or more, the average assessed value in 2021 is over one million dollars at $1,013,410.

*Table 1: Average Assessment Value by Dwelling Type, Southern Gulf Islands[4], 2016-2020*

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2016-2021 (%) |
|---|---|---|---|---|---|---|---|
| **Single Family** | $382,753 | $413,770 | $469,615 | $515,569 | $548,825 | $581,273 | 52% |
| **Dwelling with Suite** | $447,314 | $482,678 | $534,406 | $588,261 | $633,073 | $667,775 | 49% |
| **Seasonal Dwelling** | $310,177 | $344,975 | $389,275 | $422,538 | $429,072 | $454,414 | 47% |
| **2+ Acres (Single Family Dwelling, Duplex)** | $724,580 | $759,898 | $833,581 | $933,110 | $953,780 | $1,013,410 | 40% |

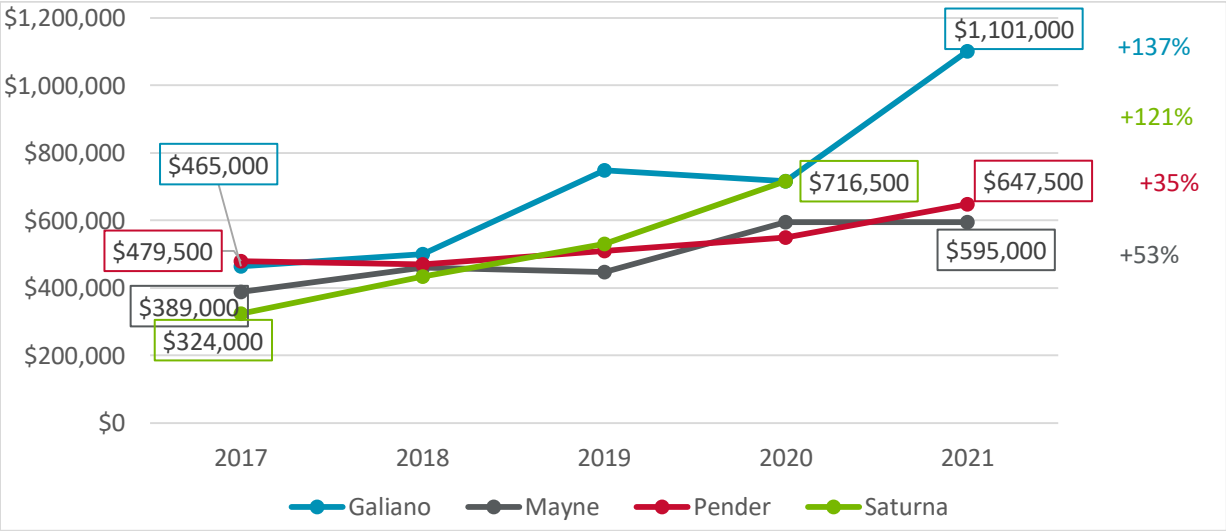
*Source: BC Assessment*

Recent sales data for single-detached dwellings on the SGI show the average sales prices are higher than the average assessed value, indicating strong demand for housing. Galiano Island leads in housing prices

[3] Single-detached dwelling sales data is not available for Saturna Island for 2021.
[4] Average assessment values for other dwelling type categories are not available for the Southern Gulf Islands due to limited public data.

across the SGI, with an average sales price of $1,101,000 for a single-detached dwelling in 2021. Notably, Galiano Island saw the highest average sales prices jump for single-detached dwellings from 2017 to 2021, growing 137% and is followed by Mayne Island (53%) and the Penders (35%).

*Figure 4: Median Sales Price for Single-Detached Dwellings by Southern Gulf Island[5], 2017-2021*




*Source: Vancouver Island Real Estate Board and Victoria Real Estate Board*

*The homeownership market remains competitive for those seeking affordable homes. Across the SGI, the market for home sales has rebounded; however, homes over $1M tend to remain on the market for longer periods due to the high price point.*

[5] Single-detached dwelling sales data is not available for Saturna Island for 2021. The percent change for Saturna is calculated from 2017-2020.

# 3 Rental Housing

The SGI's climate and recreation opportunities draw an influx of visitors throughout the year and the visitations peak during the summer months of the year, which results in seasonal evictions as homeowners return during the summer months. As such, rental housing is an important part of the housing stock year-round for visitors and for workers that support the tourism and hospitality sector across the SGI.

## 3.1 Primary Rental Market (Regional Trends)

While it is estimated from BC Assessment data that there were 14 units in the primary rental market on the SGI in 2020, there is no data currently collected and available on the market rents or vacancy rates for this component of the rental housing inventory.

To understand rental housing trends across the SGI, data on the Victoria Census Metropolitan Area (CMA)[6], is used to provide context on the region. Regionally, there has been an increase in primary market rents and low vacancy rates for the last few years even while the total number of units in the primary market has increased. This indicates that rental housing is limited across the region and that there is significant demand for rental housing.

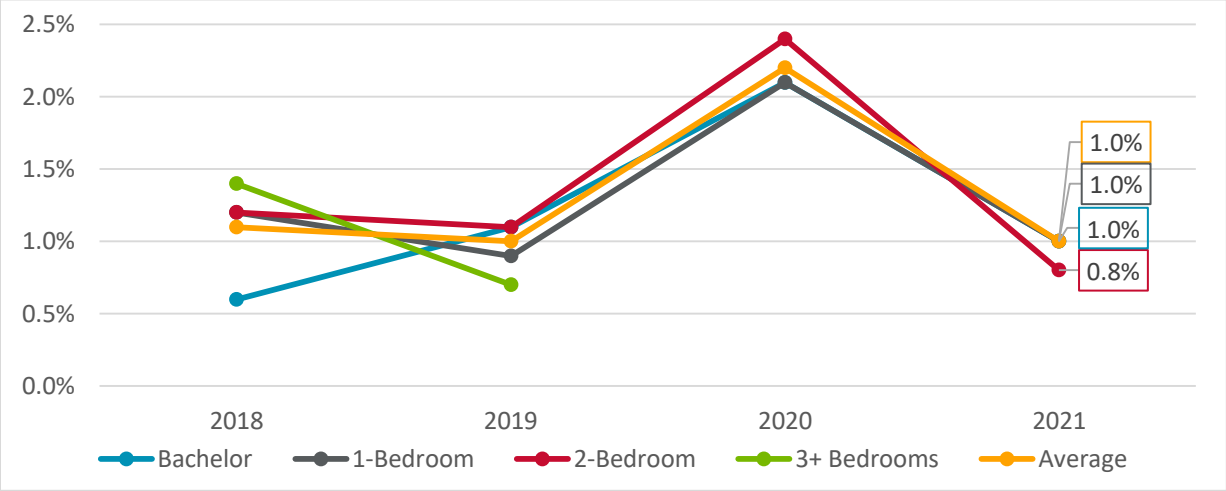
The primary market rental vacancy rates for the Capital Region have remained below 3% from 2018 to 2021 indicating low availability of rental housing. A healthy rental market usually has a vacancy rate between 3% to 5%.

*Across the SGI communities, there are extremely low vacancy rates where community members are often seeking housing for extended periods of time.*

*Due to the limited primary rental market housing stock, the majority of rental housing is sought out through the secondary market which leads to insecurity for the renter. Renters are often precariously housed with a lack of proper renter protections. As a result of the limited affordable rental stock, hidden homelessness (e.g., living in boats, camping, overcrowded homes) has increased across the SGI.*

[6] The Victoria CMA consists of the following communities: District of Saanich, City of Victoria, City of Langford, District of Oak Bay, District of Esquimalt, City of Colwood, District of Central Saanich, District of Sooke, Town of Sidney, District of North Saanich, Town of View Royal, District of Metchosin, Electoral Area of Juan De Fuca (Part 1), District of Highlands, New Songhees IR 1A, East Saanich IR 2, South Saanich IR 1, Cole Bay IR 3, T'Sou-ke IR, Becher Bay IR 1, Union Bay IR 4, and Esquimalt IR.

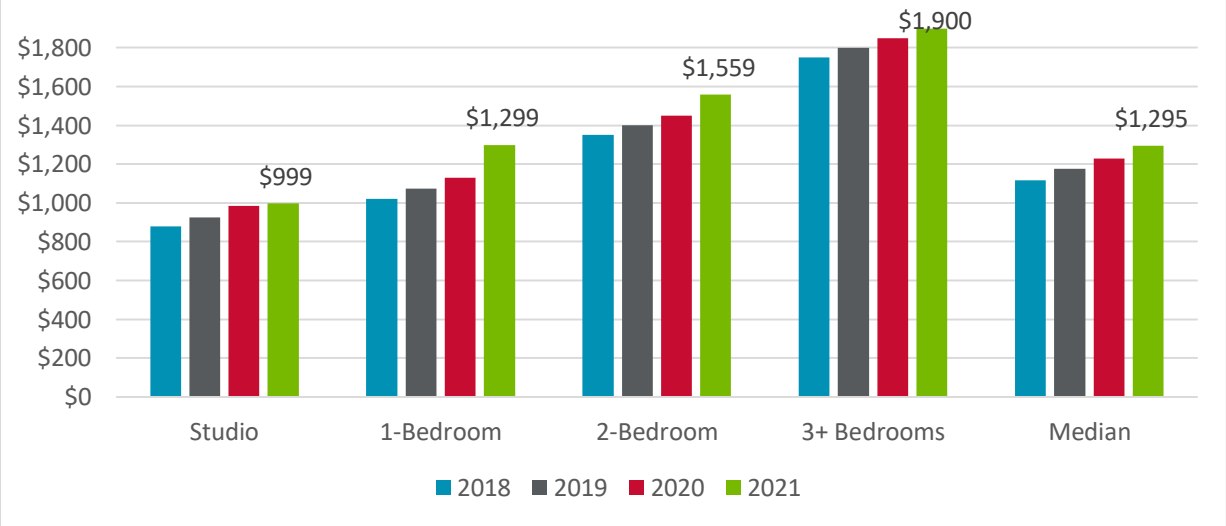
*Figure 5: Primary Market Rental Vacancy Rates, Victoria CMA, 2018-2021*




*Source: CMHC Rental Market Survey*

The median rent for all unit types in the primary rental market in the Capital Region has increased by 16% from 2018 to 2021 or an average annual rate of 5%. An increase in median market rents was experienced across all bedroom types in the Capital Region during this period.

*Figure 6: Primary Market Rental Median Rent by Bedroom Type, Victoria CMA, 2018-2021*




*Source: CMHC Rental Market Survey*

*Rental housing availability across the SGI is communicated through informal networks such as word-of-mouth communication, social media groups, and community bulletin boards. As a result, fluctuations in rental housing stock are difficult to track.*

## 3.2 Short-Term Rental Housing

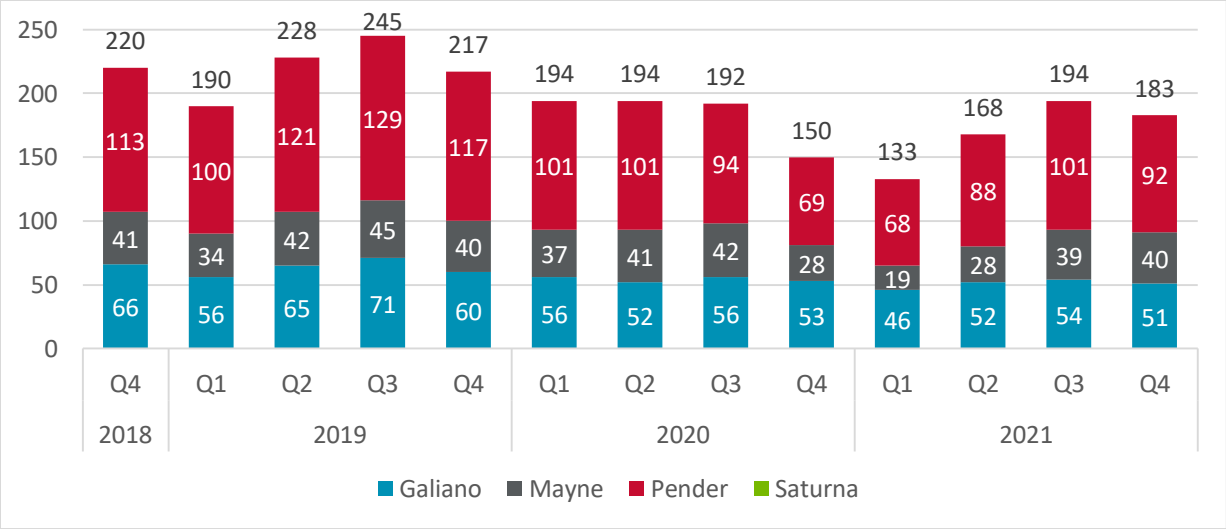
According to AirDNA[7] short-term rental data, between 2018 to 2021 there was an average of 192 short-term rental units listed for rent across the SGI at any given quarter of the year. From 2019 to 2020 there was a 20% decrease in total short-term rental units between Q2 and Q3, likely due to COVID-19. This may be a trend worth monitoring to see if this increases in 2022 with the removal of COVID-19 travel restrictions.

There were no seasonal fluctuations in the number of available units, except for the last quarter of 2020 and the first quarter of 2021, and no major changes in the number of total units available for rent. This data indicates that the proportion of short-term rental units on Galiano Island, Mayne Island and the Penders has stayed consistent over the last few years.

*Community employers struggle with staffing due to employees having challenges with sourcing affordable housing. Some employers have taken it upon themselves to source housing for their employees. Seasonal employment to address additional tourism demands have increased the burden of seasonal housing.*

*There is typically a significant increase in Q3 (summer months) to accommodate seasonal tourism (e.g., hiring staff / recreational visitors). Short-term rentals have decreased across all islands due to changes in ownership where household demographics have shifted to full-time residents, thereby reducing the rental units available over time.*

*Figure 7: Number of Short-Term Units Available for Rent, Southern Gulf Islands[8], 2018-2021*

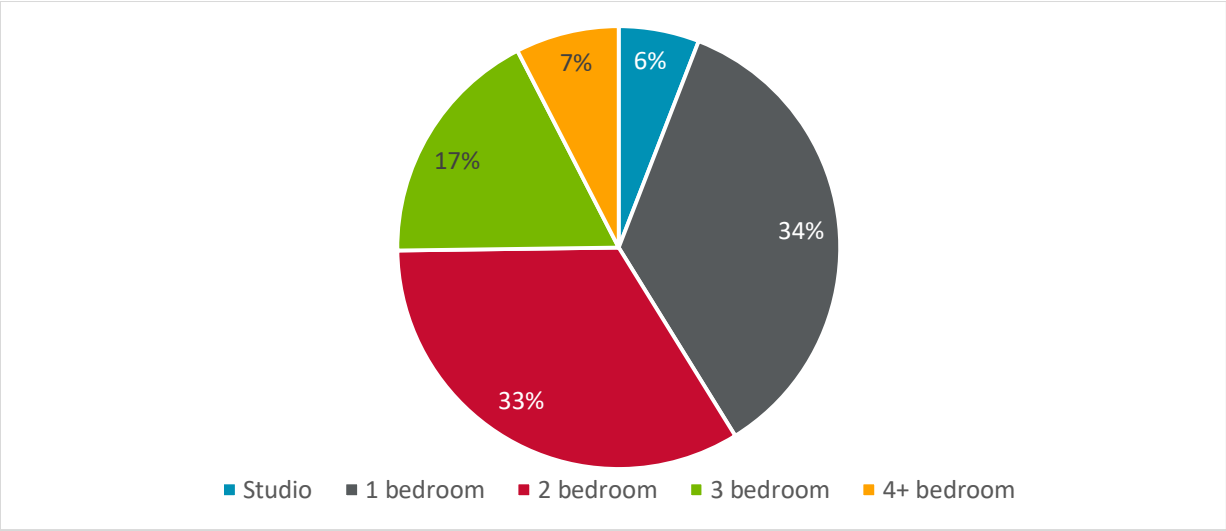



*Source: AirDNA*

[7] AirDNA is a data analytics source for short-term rental data which tracks daily performance of properties on Airbnb and VRBO in 120,000 global markets.
[8] Short-term rental data for Saturna Island is not available.

Short-term rental units on the SGI are offered in a variety of sizes and are available across a number of bedroom units per listing. Forty percent (40%) of the short-term rental units available for rent on the SGI as of January 19, 2022, are studio and 1-bedroom units, followed by 33% in 2-bedroom units and 30% of 3-bedroom or larger units. The data does differentiate between whole dwellings for rent or single rooms for rent.

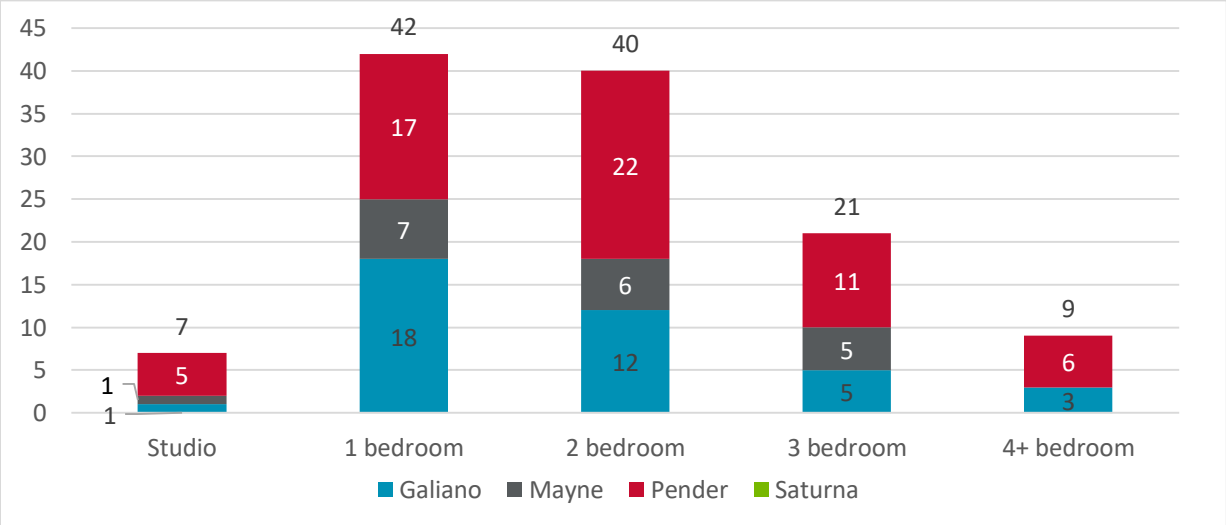
*Figure 8: Short-Term Rental Availability by Rental Size, Southern Gulf Islands, January 2022*




*Source: AirDNA*

The Penders and Galiano Islands provide the most short-term rental housing in the SGI as of January 2022, making up 85% of short-term rentals in the SGI. These two islands also have the largest share of short-term in each of the rental size categories.

*Figure 9: Short-Term Rental Availability by Rental Size and Geography, January 2022*

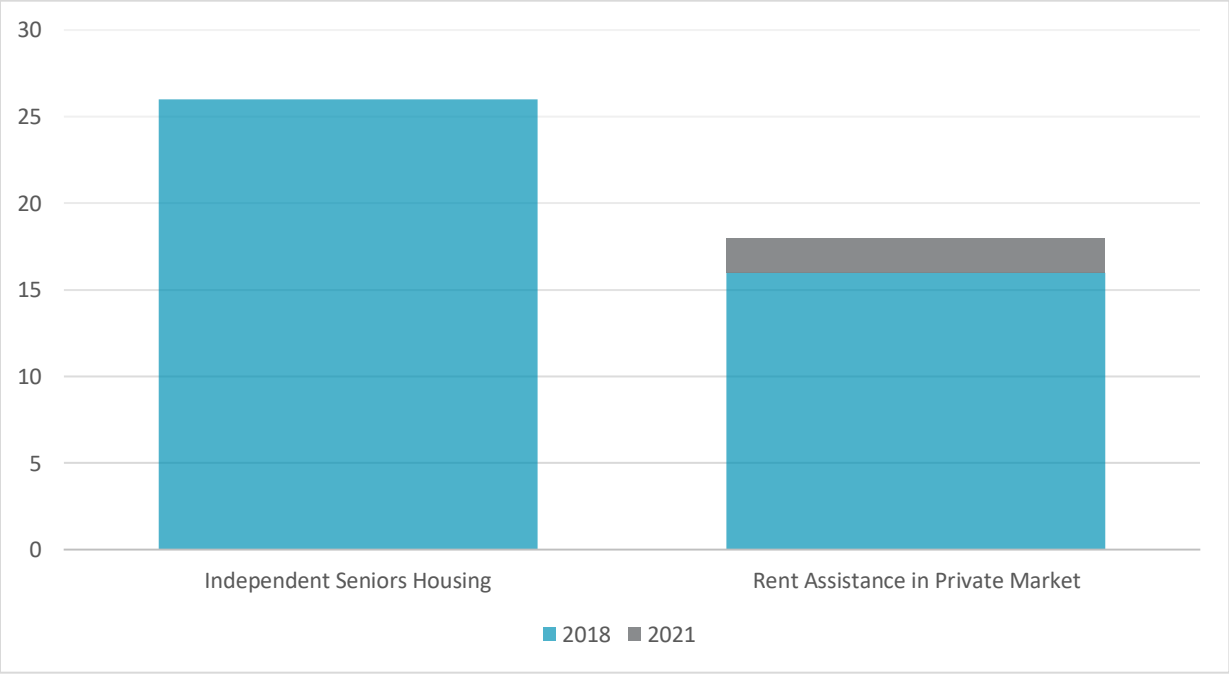



*Source: AirDNA*

# 4 Non-Market Housing

Since 2018, the SGI have seen no change in non-market housing, with 26 seniors' units located across the Penders, Galiano and Saturna Island. The number of households receiving rent assistance in the private market grew more modestly from 16 supplements to 18 supplements from 2018 to 2021.

*Figure 10: Non-Market Housing Units, Southern Gulf Islands, 2021*




*Source: BC Housing*

*SGI communities have reported significant demand for non-market housing for lone-parent households, low-income families, seniors, and recent retirees.*

# 5 Community Context and Research Summary

To better understand housing needs and challenges faced by the SGI communities, community context was developed through a background review of existing Islands Trust and CRD reporting, as well as selective targeted interviews. The following themes were identified:

### Homelessness

Individuals experiencing homelessness are present across islands. Hidden homelessness continues to be an issue with individuals couch surfing, living out of cars and boats, and camping.

### Land Use and Development

Building policy and zoning regulations have been challenging to navigate due to Islands Trust and Capital Regional District overlapping jurisdictions. Housing development could be expedited with more leniency in requirements for housing to be built.

### Housing Stock

Communities use internal networks to help prioritize housing for local residents as housing supply remains limited across the SGI. Affordable rental and entry-level housing stock for homeownership remains low; opportunity to build new housing stock is limited due to increased material cost, labour support challenges and restrictive building policy and zoning regulation.

### Employee Housing

Due to the lack of affordable short-term rental housing during the summer season, local businesses need to create their own staff housing solutions.

### Homeownership

There is limited housing stock for those wishing to transition to home ownership. A high demand exists for affordable studio, 1- and 2- bedroom units. Home ownership changes has impacted volunteer-run community boards and services.

### Rental Market

Rental housing stock is limited with minimal purpose-built rental housing units available. Seasonal housing demands increase the need for more short and long-term rental supply. The limited rental stock and fluctuating seasonal demand has created additional pressure on the secondary rental housing market. Vacancy rates are low across the SGI.

# 6 Conclusion

Since the 2018 Housing Needs Assessment, not much has changed across the SGI – the following are key takeaways between 2018 and 2021.



The 2018 Housing Needs Assessment showed that incomes and costs of housing were misaligned. This gap appears to have widened in the last 4 years.



The rental situation on the islands is desperate and is adversely impacting the local economy and the ability to deliver services.



Primary market rental stock is limited. The majority of rental units are through the secondary market which leads to insecurity for the renter. Renters are often precariously housed with a lack of proper renter protections. Rental pressures across the region are high, and this pressure is heightened across the SGI due to a lack of primary rental stock.



Hidden homelessness is being experienced by individuals across all islands. This continues to be an issue with individuals couch surfing, living out of cars and boats, and camping.



Housing supply is limited and lacks diversity, with development lagging, this has resulted in a persistent challenge for owners and renters trying to source affordable, adequate, and suitable housing.

Making a difference...together

EEP 22-14

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 20, 2022**

---

**SUBJECT** **Capital Regional District Climate Action – 2021 Annual Report**

## ISSUE SUMMARY

To present the Capital Regional District's (CRD) 2021 Climate Action Annual Report, which identifies progress toward the CRD's Climate Action Strategy.

## BACKGROUND

The CRD has a strong history of climate action and remains committed to addressing climate change within its own operations and at the regional level. The CRD signed the BC Climate Action Charter in 2007, established a target to reduce regional greenhouse gas (GHG) emissions by 61% by 2038, from a base year of 2007 in the Regional Growth Strategy, and declared a climate emergency in 2019.

In 2021, the Board approved a renewed CRD Climate Action Strategy and five-year action plan. The Strategy provides direction for how the CRD, under its service mandates, will show leadership on climate action, both for the CRD's corporate operations and for its community focused services. The CRD has committed to annually reporting on the progress toward achieving its climate action goals.

Found in Appendix A, the 2021 Climate Action Annual Report provides a summary of all 2021 activities and several annual indicators used to track progress of the CRD Climate Action Strategy. Multiple CRD services contributed to corporate and regional climate goals. Some of the key highlights include:

- renewed the CRD's Climate Action Strategy based on a multi-stakeholder engagement process
- developed a new Solid Waste Management Plan and advanced the Hartland Landfill renewable natural gas utilization project
- conducted research and design of a Capital Region Residential Energy Retrofit Program
- completed a regional greenhouse gas inventory for the region and its local governments
- supported climate action training in the elementary schools across the region
- work on the regional trail network continued, including the creation of 13 km of uninterrupted trail between Langford and Victoria on the E&N Rail Trail
- updated emergency response plans that address heat waves, drought and extreme weather events based on learnings from the 2021 season
- planned and hosted invasive species best practices training workshops to help build municipal staff and partner capacity
- advanced various efforts to transition the CRD's fleet to low emission vehicles, including e-bikes

The Annual Report also includes a report card that compiles self-reported progress metrics from staff responsible for advancing each of the Strategy's 127 sub-actions. These metrics were used

to produce a status measure for several informative categories, such as overall action plan progress, corporate and community-focused actions, and the six goal areas of the strategy. This systematic evaluation provides an indication of where focused efforts need to be made or increased to achieve targeted actions and outcomes within the Strategy. The overall status for the 2021 year was calculated as 'opportunity for improvement', meaning 50%-75% of the yearly target of actions were progressed as envisioned within the Strategy's five-year action plan. The Annual Report also includes a list of both corporate-focused and regional indicators that provide additional information of trends relevant to the organization, as well as broader regional climate action progress. These indicators will be updated annually and will include additional metrics related to the forthcoming regional energy retrofit and electric vehicle charging programs in the future.

## IMPLICATIONS

*Environmental & Climate Implications*

In 2021, the CRD completed a new regional emissions inventory and report for the 2020 calendar year, building on a 2018 inventory. This followed the internationally recognized Global Protocol Community-Scale GHG Inventories BASIC+ Framework. The 2020 inventory indicated the capital region emits approximately 1.8 million tonnes of CO2e annually. This represents a 9.8% reduction from 2007 levels and a 5.2% reduction from 2018. These reductions are largely associated with the decrease in transportation-related emissions due to the early 2020 COVID-19 pandemic response. Emissions associated with buildings increased 8.1% in 2020 relative to 2018. This increase is related to increased natural gas use and the provincial energy emissions factor being adjusted to account for imported electricity. The total per capita GHG emissions has decreased by 24%, which speaks to the efforts by the CRD and regional local governments to reduce energy consumption and GHG emissions despite significant regional growth.

In 2021, CRD operations produced 3,834 tonnes of CO2e, with 1,301 tonnes associated with the corporate fleet and 2,533 tonnes coming from facilities and infrastructure. This represents a 19% increase from 2020 and 28% from the baseline level of emissions from 2007. An increase was expected in 2021 related to the Mcloughlin Point Wastewater Treatment Plant coming online. If excluding the increase from the treatment plant, corporate emissions in 2021 still increased by 6.6% above the previous year. This was influenced by the CRD's response to the COVID-19 pandemic. COVID-19 protocols increased the amount of fresh air coming into buildings, which required more energy and fossil fuels to heat. Also, the number of people per vehicle was limited, presumably increasing the number of individual vehicle trips. GHG emissions associated with Hartland Landfill and Capital Region Housing Corporation are not included in this total, as they are excluded from the provincial reporting framework.
Regardless of GHG emission reductions today, the capital region will continue to experience the impacts of climate change now and into the future. In 2021, the region experienced an unprecedented heat wave and heavy rains and flooding. The CRD and regional partners must work to reduce vulnerability in our communities and adapt to a changing climate by improving how we anticipate, respond to and recover from both extreme weather events and more gradual changes occurring over time. Climate adaptation planning and implementation will be a key aspect of future service delivery.

*Intergovernmental Implications*

Under Bylaw No. 3510, the CRD established a Climate Action service in 2009 with a regional collaboration mandate to directly support the organization and local governments in reaching mitigation and adaptation targets, policies and actions. The service hosts two inter-municipal networks, closely works with local government staff, senior governments, utilities and other stakeholders to identify other climate action opportunities and advance initiatives in collaboration.

To implement key initiatives within the renewed CRD Climate Action Strategy, the establishing bylaw for the maximum requisition limit for the CRD Climate Action and Adaptation service had to be raised. As such, in late 2021 and early 2022, staff embarked on a process to receive the consent of 2/3 of the participating area municipalities and electoral areas, and approval by the Inspector of Municipalities, as required by the Local Government Act. In early 2022, the CRD Board adopted Bylaw No. 4468, which amends the annual requisition of the regional climate action and adaptation service (Bylaw No. 3510).

*Regional Growth Strategy Implications*

The Regional Growth Strategy (RGS) includes a target to reduce GHG emissions by 61% by 2038, from a base year of 2007. The CRD climate action activities completed in 2021 align with the principles of the RGS.

*Social Implications*

Equity is one of the guiding principles within the Climate Action Strategy. This means that in the implementation of the Climate Action Strategy, staff will work to ensure that actions are inclusive and accessible to residents across the region, and particularly support those that are most vulnerable to the impacts to climate change.

*Financial Implications*

In 2021, the Climate Action service operated on an annual budget of approximately $694,000, which included three full-time employees and one two-year, full-time term position (co-funded by BC Hydro Sustainable Communities) that was renewed in late 2021. In addition, the corporation provided an annual stipend of $100,000 toward a fund to support key corporate-focused climate action planning activities. The program's core budget is provided through an annual requisition from all of the municipalities and electoral areas, and supplemental funding from corporate services.

The program also relies on external grants and partnerships to undertake corporate and community climate action programming. In 2021, external sources accounted for approximately $340,000 in additional funding to support staffing and completion of key projects. Staff also submitted several grant applications for an additional $727,000 in funds to execute several projects, starting in 2022.

*Service Delivery Implications*

To achieve priorities within the Climate Action Strategy, in 2021, the Board approved an increase in staff and program delivery dollars through the 2022 service planning process.

*Alignment with Board & Corporate Priorities*

The CRD embedded the climate emergency declaration and leadership intentions to greatly accelerate GHG emissions reductions in the 2019-2022 CRD Board priorities. In addition to the three Board priorities related to climate change, the 2019-2022 CRD Corporate Plan includes 11 additional initiatives related to climate action.

*Alignment with Existing Plans & Strategies*

The climate actions completed align with the CRD's Solid Waste Management Plan, Regional Transportation Plan, Regional Water Supply Strategic Plan, and Regional Parks Strategic Plan.

## CONCLUSION

The CRD's 2021 Climate Action Annual Report outlines actions the CRD has undertaken to advance its new Climate Action Strategy, Board priorities, and commitments as a signatory to the BC Climate Action Charter over the past year. Overall, in 2021, the CRD progressed on several climate action initiatives, and has identified where focused efforts need to be made or increased to achieve targeted actions and outcomes. With the recent approval of the CRD's 2022 financial plan, new efforts will focus on advancing regional programs related to residential energy retrofits and electric vehicle charging infrastructure, and corporate energy management in the coming year.

## RECOMMENDATION

There is no recommendation. This report is for information only.

| | |
|---|---|
| Submitted by: | Nikki Elliott, Manager, Climate Action Programs |
| Concurrence: | Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENT

Appendix A: Capital Regional District 2021 Climate Action Annual Report

APPENDIX A

# 2021 Climate Action Annual Report

## Taking Action on the Climate Emergency



Making a difference...together

Greater Victoria,
British Columbia, Canada
Year ended December 31, 2021

## TERRITORIAL ACKNOWLEDGEMENT

The CRD acknowledges that it conducts its business in the territory of the Lək ʷəŋən (Songhees) and Xwsepsum (Esquimalt) Nations here in the core area, the W̱ SÁNEĆ Nations, including W̱ JOŁEŁP (Tsartlip), BOḰEĆEN (Pauquachin), STÁUTW̱ , (Tsawout) and W̱ SIKEM (Tseycum) on the Saanich Peninsula and Gulf Islands, Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht to the west, as well as MÁLEXEŁ (Malahat) and Pune'laxutth' (Penelekut) Nations, all of whom have lived on these lands since time immemorial.



# Organizational Overview

The Capital Regional District (CRD) delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24-member Board of Directors, the CRD works collaboratively with First Nations and all levels of government to enable sustainable growth, foster community well-being, and develop cost-effective infrastructure, while continuing to provide core services to residents throughout the region.

# Table of Contents


**Overview** **2**
- Regulations and Commitments 2

**Climate Action Strategy** **4**
- Climate Action Vision 4
- Targets and Goals 5

**Tracking Our Emissions** **6**
- Community Emissions 6
- Corporate Emissions 8

**Adapting to Climate Impacts** **10**

**Progress on the CRD's Five-year Action Plan** **11**
- Goal 1: Climate-Focused Decision Making 13
- Goal 2: Sustainable Land Use, Planning and Preparedness 15
- Goal 3: Low-Carbon Mobility 17
- Goal 4: Low-Carbon and Resilient Buildings and Infrastructure 20
- Goal 5: Resilient and Abundant Nature, Ecosystems and Food Systems 22
- Goal 6: Minimized Waste 24

**Looking Ahead - 2022** **26**

**Appendix A: Climate Action Report Card** **27**

# Overview

The Capital Regional District (CRD) has committed to annually reporting on all of the climate action related activities undertaken by the CRD. This report summarizes all 2021 activities and other annual indicators identified in the CRD's Climate Action Strategy.

## Regulations and Commitments

The CRD is required to take action to reduce corporate and community-related greenhouse gas (GHG) emissions and prepare for the impacts of climate change under the following provincial regulations and commitments:

- ***Local Government (Green Communities) Statutes Amendment Act*** (Bill 27) requires regional districts and local governments to include targets, policies and actions for the reduction of GHG emissions in Regional Growth Strategies and Official Community Plans. The Act also provides powers to local governments to support mitigation and adaptation through development permit areas, development cost charges and parking and building code requirements.
- **Landfill Gas Management Regulation** establishes province-wide criteria for landfill gas capture from municipal solid waste landfills. The regulation focuses on GHG emissions from landfills, with the objective of maximizing reductions of landfill gas emissions and identifying potential opportunities to increase landfill gas recovery. As a manager of the Hartland Landfill, the CRD is responsible for adhering to this regulation.
- All local governments in the region, including the CRD, are signatories of the *BC Climate Action Charter*. This includes a commitment to:
  - Become carbon neutral in corporate operations.
  - Measure and report on the community's GHG emissions profile.
  - Work to create compact, complete and more energy-efficient communities.
- United with more than 350 Canadian local governments, the CRD is a member of the **Partners for Climate Protection Program**, from the Federation of Canadian Municipalities and ICLEI - Local Governments for Sustainability, affirming its ambitious GHG reductions and participating in a five-milestone planning, implementation and reporting framework.



# Climate Action Strategy

Climate action has been a CRD Board priority since 2009. The CRD is committed to taking action to address climate change within its own operations, and at the regional level, to reduce emissions and to prepare for climate impacts. This was highlighted in the Board's declaration of a climate emergency in early 2019. In response to this declaration, the CRD developed an updated five-year Climate Action Strategy in 2021.

The renewed Climate Action Strategy replaces two former strategies to provide a clear path forward for how the CRD, under its service mandates, will show leadership on climate action, both for the CRD's corporate operations and for its community-focused services. The strategy coordinates with other CRD plans and strategies and supports the overarching Regional Growth Strategy.

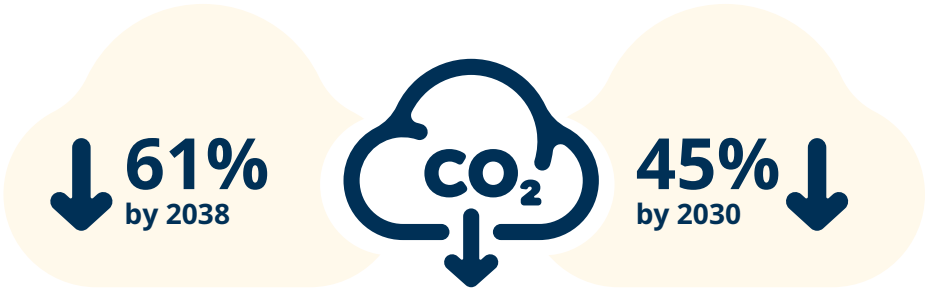
## Climate Action Vision

**Through collective action, we eliminate emissions and foster healthy and resilient communities and natural areas now and in the future.**

*This vision recognizes that the CRD must act in concert with many partners to address the climate emergency, ensuring the region is minimizing its contribution to climate change while also preparing for the changes that have already begun. In this context, "we" is inclusive of all governments, First Nations, residents, businesses, institutions, organizations and residents.*

## Targets and Goals

The CRD's Climate Action Strategy outlines a pathway toward net-zero emissions by mid-century, in line with the Intergovernmental Panel on Climate Change (IPCC) modelled pathways to limit warming to a 1.5°C change this century. It also established six goal areas where the CRD will focus its efforts.

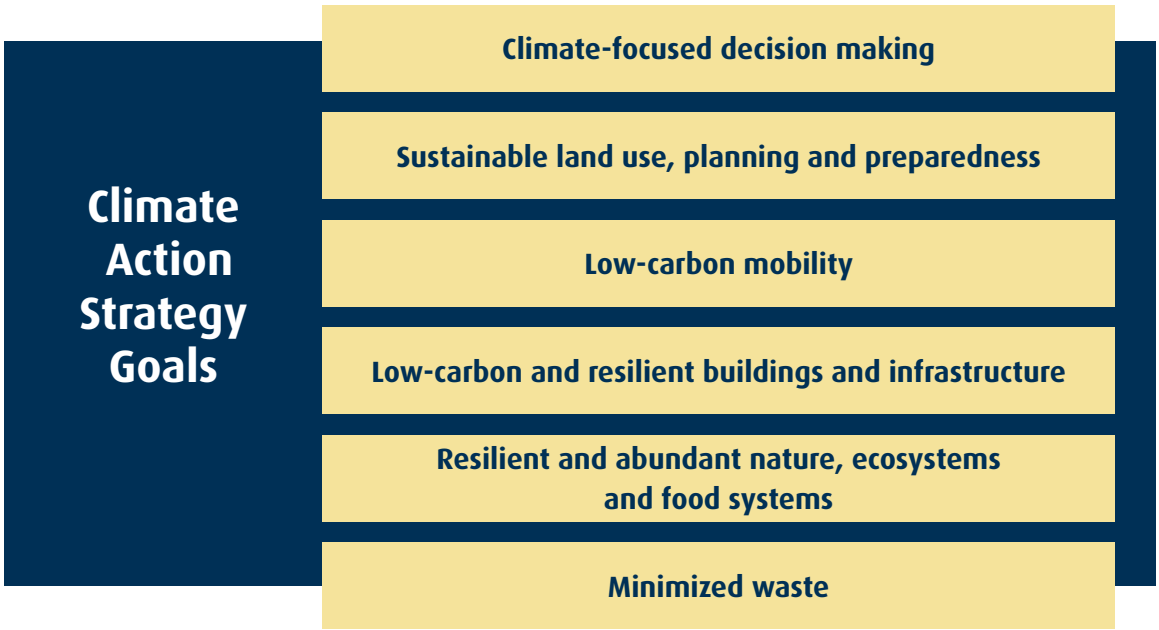



### Regional target

Reduce regional greenhouse gas (GHG) emissions 61% by 2038 based on 2007 levels (as per 2018 Regional Growth Strategy).

### Corporate target

Reduce corporate GHG emissions 45% by 2030 based on 2007 levels, and reach net-zero GHG emissions before 2050.





# Tracking Our Emissions

The 2021 Climate Action Strategy reviewed historical emissions inventory data for the corporation and the region and analyzed the senior government policy environment to determine potential emission reduction scenarios. These scenarios provide a roadmap of how rapid emissions reductions can be achieved if all players, including the CRD, do their part. Please see the Climate Action Strategy for more details about these scenarios.

## Community Emissions

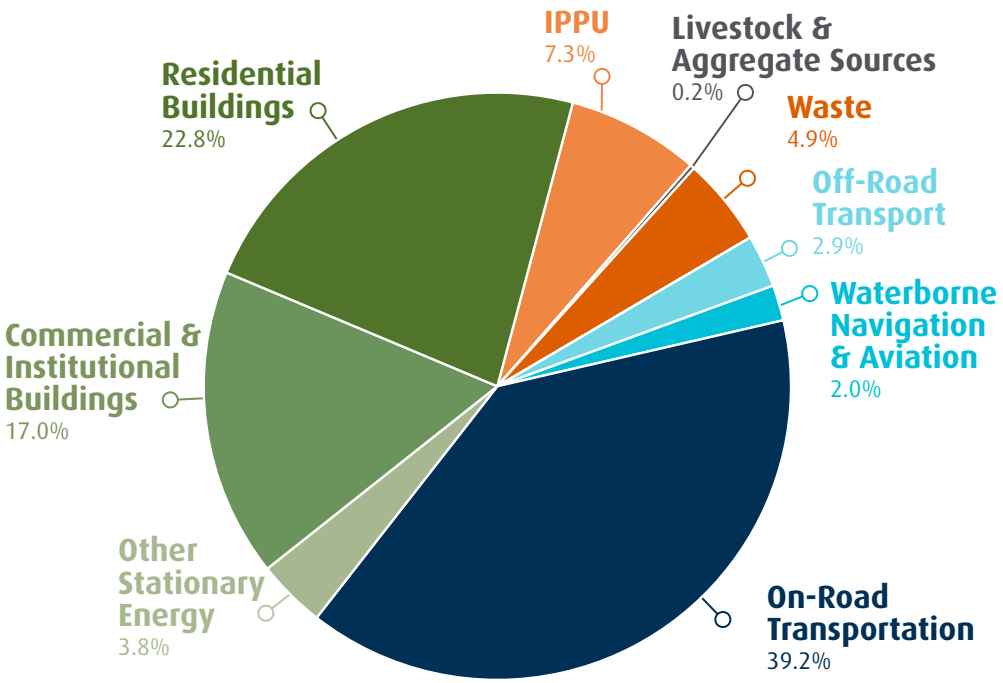
In 2021, the CRD completed a new emissions inventory and report for the 2020 calendar year, building on a 2018 inventory. This followed the internationally recognized Global Protocol Community-Scale GHG Inventories BASIC+ Framework, and included GHG emissions from: stationary energy (e.g., buildings), transportation (e.g., commuter vehicles), waste (e.g., landfills), industrial processes and product use (IPPU) (e.g., chemical industry), and agriculture, forestry and other land use (e.g., fertilizer application).

The 2020 inventory indicated the capital region emits approximately 1.8 million tonnes of C02e annually. This represents a 9.8% reduction from 2007 levels and a 5.2% reduction from 2018. These reductions are largely associated with the decrease in transportation-related emissions due to the early 2020 COVID-19 pandemic response. Emissions associated with buildings increased 8.1% in 2020 relative to 2018. This increase is related to increased natural gas use and the provincial energy emissions factor being adjusted to account for imported electricity.

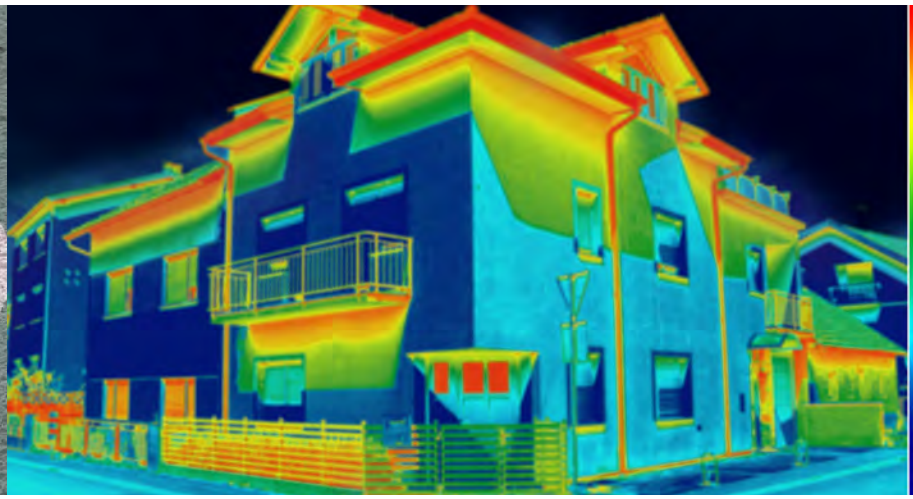
The total per capita GHG emissions (t CO2e/capita) has decreased by 24%, which speaks to the efforts by the CRD and regional local governments to reduce energy consumption and GHG emissions despite significant regional growth.

Waste-related emissions were approximately 34% below 2007 levels. On-road transportation and the built environment remain the main sources of regional emissions, together accounting for approximately 79% of all emissions in 2020.

## 2020 Capital Region Community Energy Emissions



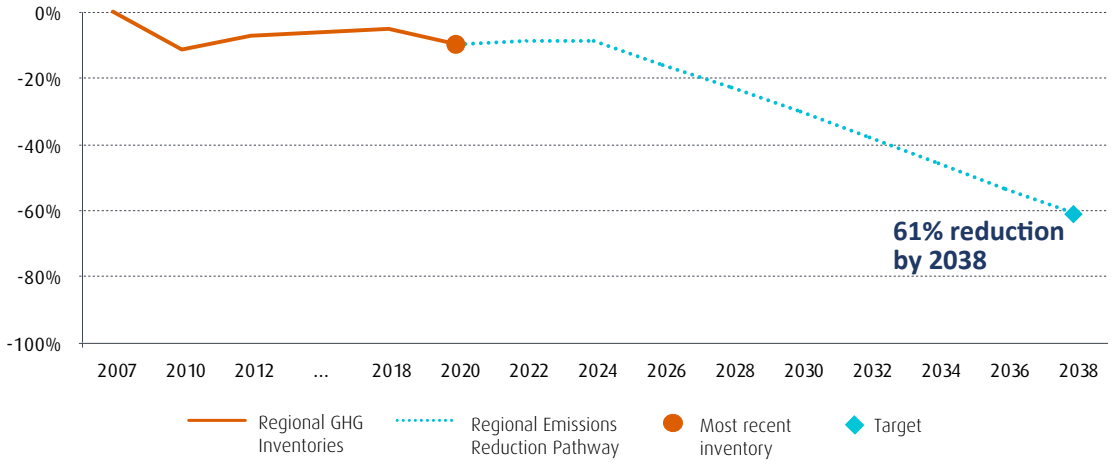


To achieve the CRD's regional GHG emission reduction target of 61% reduction by 2038, the region, and all key players, including senior levels of government, local governments, residents, business, industry and organizations, must continue to advance key initiatives, including:

- Increase uptake of transit, walking, cycling and other modes of active transportation.
- Accelerate adoption of zero-emissions vehicles.
- Retrofit existing buildings, improving energy efficiency and converting fossil fuel heating systems to electric.
- Transition to construction of net-zero ready new buildings

## Capital Region C02e Emissions (2007 to 2020) and Climate Action Strategy pathway and target

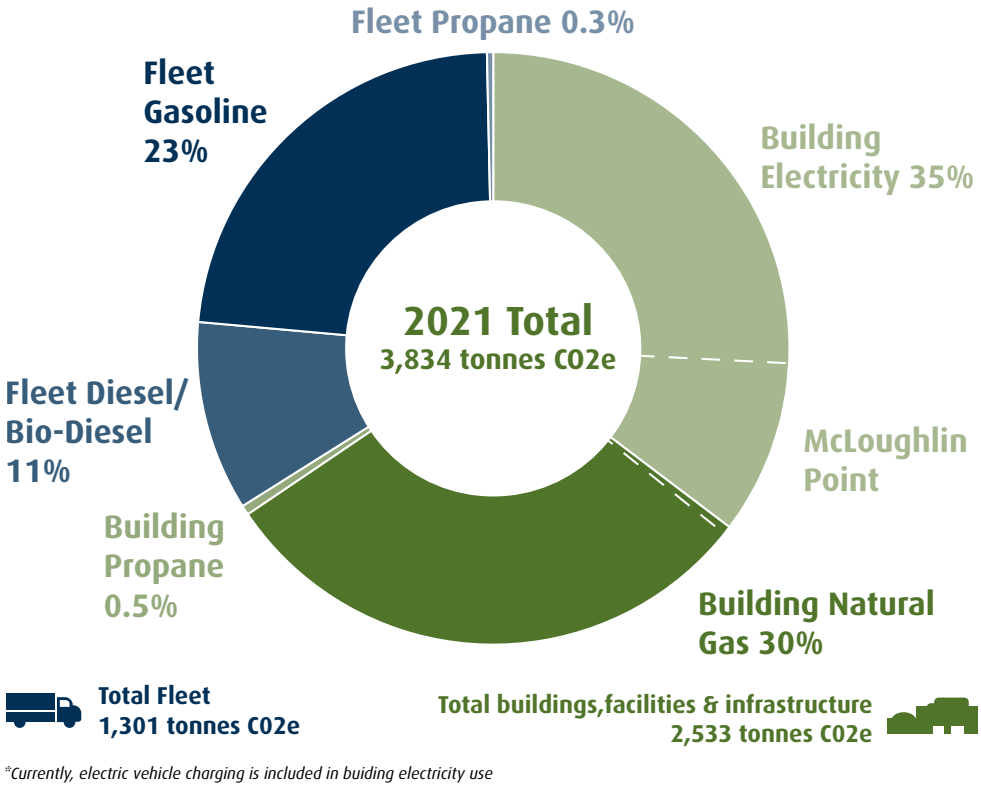





## Corporate Emissions

In 2021, CRD operations produced 3,834 tonnes of CO2e, with 1,301 tonnes associated with the corporate fleet and 2,533 tonnes coming from facilities and infrastructure. Emissions associated with Hartland Landfill and the Capital Region Housing Corporation are not included in this total, as they are excluded from the provincial reporting framework. This represents a 19% increase from 2020 and 28% from the baseline level of emissions from 2007. An increase was expected in 2021 related to the Mcloughlin Point Wastewater Treatment Plant coming online and beginning operations. If excluding the increase from the treatment plant, corporate emissions in 2021 still increased by 6.6% above the previous year. This was likely influenced by the CRD's response to the COVID-19 pandemic. CRD facilities protocols were adjusted to increase the amount of fresh air coming into buildings, which required more energy and fossil fuels to heat. COVID-19 protocols likely increased fleet emissions, as the number of people allowed in a vehicle was limited, presumably increasing the number of individual vehicle trips. In 2022, the CRD will investigate new energy-efficient protocols based on recent health and safety research to reduce this effect.

### 2021 Operational Greenhouse Gas Emissions by Source

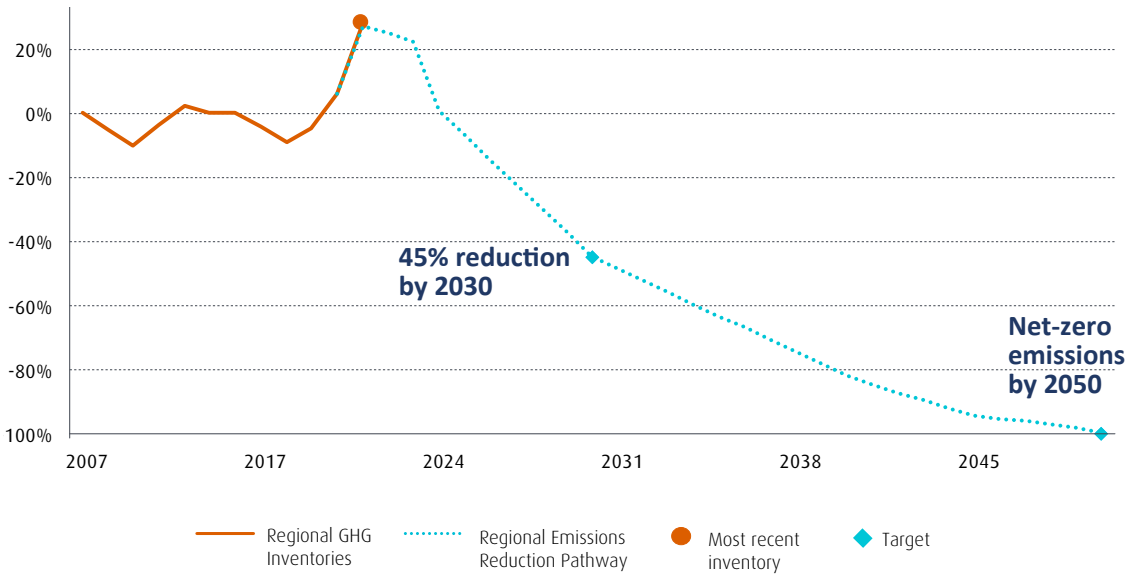



*Currently, electric vehicle charging is included in buiding electricity use

As the graph below illustrates, the anticipated addition to emissions from McLoughlin Point was incorporated into the corporate emission reduction pathway laid out in the Climate Action Strategy. To continue to follow the pathway and begin to decrease emissions and meet corporate GHG targets, the CRD will focus on accelerating the following critical actions in upcoming years:

- Switching the CRD Fisgard Headquarters heating system from natural gas to electricity.
- Installing a heat recovery system Panorama Recreation Centre.
- Investigating deep energy and GHG retrofit opportunities at SEAPARC.
- Pursuing an annual 5% improvement in electricity efficiency through energy audits.
- Moving towards complete electrification of light-duty fleet vehicles.

## CRD Corporate CO2e Emissions (2007 to 2021) and Climate Action Strategy pathway and targets



# Adapting to Climate Impacts

Changes to our climate are already noticeable in the capital region and will increase. In 2021, the region experienced an unprecedented heat wave and heavy rains and flooding. The CRD and the capital region must work to reduce vulnerability in our communities and adapt to a changing climate by improving how we anticipate, respond to and recover from both extreme weather events and more gradual changes occurring over time. The CRD has led or supported several data and planning initiatives to identify vulnerabilities, strategies and actions, including:

- Climate Projections for the Capital Region (2017)
- Capital Region Coastal Flood Inundation Mapping Project (2021)
- Adaptation planning for the Greater Victoria Drinking Water Supply Area (ongoing)
- Community Climate Change Adaptation Priorities for the Capital Regional District (2020)
- Corporate Climate Change Risk Assessment Report (2021)
- Various local government climate adaptation planning processes (ongoing)

As a result of climate change, the region is projected to experience:

- More extreme climate events (such as long, hot and dry summers).
- An increase in rainfall in fall, winter and spring; and a decrease in rainfall in summer.
- More intense, longer-lasting and more frequent rainfall events.
- Frequent heavy snowfalls and rain-on-snow events in the short-term, less snow in the future.
- Hotter summers and less days with freezing in winter.
- Increased likelihood of variability of climate within and between years.





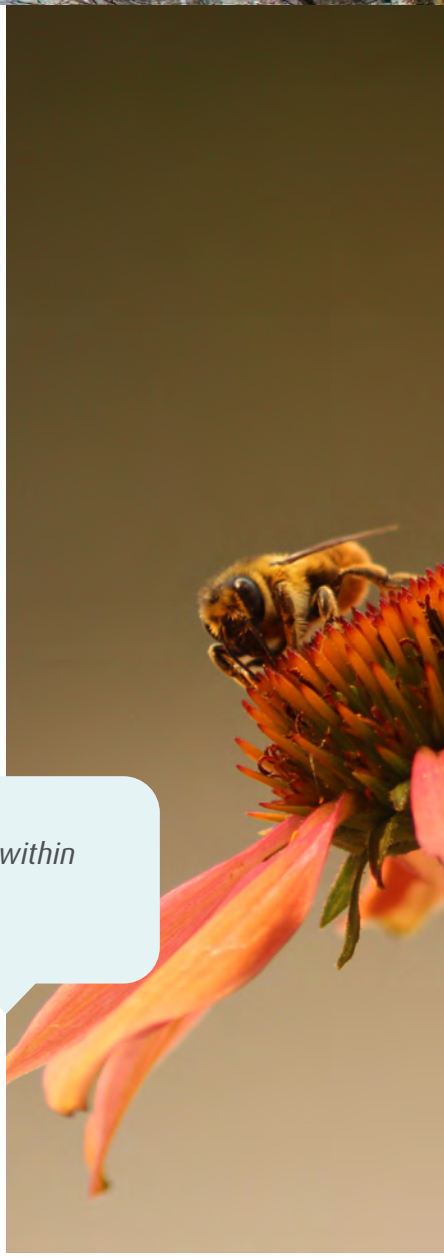




# Progress on the CRD's Five-year Action Plan

The CRD's Climate Action Strategy established six key goal areas, 56 actions, and 127 sub-actions that will be undertaken by several different services across the organization between 2021 and 2025. The strategy also outlined several indicators to help measure success and track important trends.

The following sections are intended to provide a high-level, easy-to-understand overview of the CRD's performance and progress related to climate action, and summarize progress made in the 2021 year for each goal area.



*More information, including details on the scoring methodology and actions within each goal area, is contained in Appendix A: Climate Action Report Card.*

# 2021 Overall Action Plan Progress

Opportunity for Improvement

## Corporate Actions

Opportunity for Improvement

## Community-Focused Actions

On Track

## Goal Area

- **Goal 1:** Climate-Focused Decision Making
- **Goal 2:** Sustainable Land Use, Planning and Preparedness
- **Goal 3:** Low-Carbon Mobility
- **Goal 4:** Low-Carbon and Resilient Buildings and Infrastructure
- **Goal 5:** Resilient and Abundant Nature, Ecosystems and Food Systems
- **Goal 6:** Minimized Waste

### Legend: Action Status

- **On Track:** 75% or greater of yearly target progress
- **Opportunity for Improvement:** 50% - 75% of yearly target progress
- **Attention Required:** less than 50% of yearly target progress
- **Future Action**

### Legend: Indicators

- Direction of arrow indicates **current trend direction**
- Indicator is trending in the **desired direction**
- Indicator is trending in the **wrong direction**
- Indicator is intended to provide **contextual information**

## Climate-Focused Decision Making

**Goal 1: Climate action priorities are integrated at all levels of decision making across the organization.**

**Overall Action Status**
Opportunity for Improvement

To provide its wide range of services, the CRD maintains and operates vehicles, equipment, buildings, facilities, infrastructure, landfills, paths and parks. Decisions made in each service area can have implications for greenhouse gas (GHG) emissions generated or sequestrated by CRD assets over time, as well as how prepared these assets are for the changing climate. The CRD can also improve the organizational understanding of Indigenous knowledge, laws and perspectives in relation to climate solutions to inform how the CRD approaches climate action.

### Goal Progress Summary

- Several new corporate policies and evaluation tools are in development to support climate-focused decision making.
- The Climate Action Reserve Fund continued to support corporate climate initiatives, with approximately $50,000 of the fund put towards projects in 2021.
- Internal engagement with staff across the organization on key climate actions continued.
- Public health guidelines postponed gatherings that could support work on understanding perspectives on how Indigenous knowledge can inform climate action at the CRD. Additional work to further this collaboration is planned for 2022.

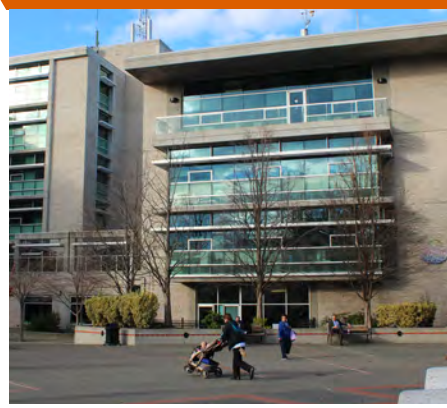
### CRD's Roles

Operational decision making

**This goal contains**

**15**

**sub-actions over the next five years**



## Indicators

| | |
|---|---|
| Annual CRD Corporate GHG emissions | • 3,834 t CO2e (19% increase compared to 2020) |



## Sustainable Land Use, Planning and Preparedness

**Goal 2: Support the region on its pathway to livable, affordable and low-carbon communities that are prepared for climate change.**

**Overall Action Status**
On Track

How land use is managed has a strong influence on the regional emissions, by affecting how far we travel to daily amenities, school and work, how we choose to get to those places, as well as affecting how much land can be protected as carbon sinks. The 2018 Regional Growth Strategy (RGS) sets a regional vision and high-level policies for growth management. The key provision is to contain 95% of growth in designated areas, and to concentrate growth in a way that is connected.

In addition to land use, planning and preparedness efforts across the region are important to increase the resilience of the region by increasing our ability to cope with hazardous or emergency events and other impacts that result from a changing climate.

### Goal Progress Summary

- Monitoring of the RGS is ongoing, and the 2021 Regional Growth Strategy Indicator Report was published.
- Guidance was provided to municipalities currently undergoing Official Community Plan updates in alignment with RGS climate policies.
- Conducted the regional and local government GHG inventories for the 2020 year, collected other relevant data pertaining to emissions from various sources, and distributed to municipalities.

### CRD's Roles

Regional planning

Juan de Fuca land use planning

Emergency management in electoral areas

Inter-municipal coordination

Data management

**This goal contains**

**24**

**sub-actions over the next five years**



- Continued to facilitate and administer several inter-municipal groups, including the Climate Action Task Force and Climate Action Working Group, Development Planning Advisory Committee, Local Government Emergency Program Advisory Commission, and the Regional Emergency Management Partnership. These networks serve to coordinate regional climate action and priorities and help to disseminate resources, reports and information.
- Efforts on sea level rise planning in 2021 focused on refining the results of the Capital Region Coastal Flood Inundation Mapping Project and distributing data to local governments and other project stakeholders.
- Emergency response plans that address heat waves, drought and extreme weather events were updated based on learnings from the 2021 season.
- Retained a FireSmart Coordinator through successful grant applications. This role will work with the electoral areas to enhance community resilience to wildfire threats through 2022.

| Indicators | | |
|---|---|---|
|  | Regional GHG emissions | • 1.8 million tonnes of C02e (5.2% decrease compared to 2018) |
|  | Number of net new dwelling units in areas where more than 42% walk/bike/bus to work* | • Currently, the region is not meeting the desired trend. |

**Progress on this indicator is reported in the Regional Growth Strategy Indicator Report.*

## Low-Carbon Mobility

**Goal 3: Rapidly reduce corporate fleet emissions. Support, endorse and encourage active, public and zero-emission transportation options across the region.**

**Overall Action Status**
On Track

On-road transportation is the region's largest source of greenhouse gas (GHG) emissions. Not only do vehicles release significant GHG emissions, they also lead to increased traffic congestion in peak periods. Shifting from a vehicle focus to a low-carbon mobility focus means improving the options to get more people walking, biking and taking transit.

For trips that use a vehicle, rapidly switching to electric vehicles (EVs) will require building out charging infrastructure throughout the region – making sure they are accessible to those who live in all types of homes and at key locations across the region.

The CRD owns and operates a fleet of approximately 300 vehicles to provide its many services across the region and can reduce its GHG emissions by greening its fleet.

### Goal Progress Summary

- In conjunction with the City of Victoria, the Township of Esquimalt and the Town of View Royal, applied for funding from the federal Zero Emission Infrastructure Program for over 100 charging ports to be used for both fleet and public charging.
- Planned for an education program on EVs for consumers, strata property owners, electrical and auto-mechanic trades. Applied for a grant from the federal Zero Emission Vehicle Awareness Initiative to conduct education and outreach with local government partners.

### CRD's Roles

CRD fleet

Regional trail system

Regional planning

Electoral area transportation

Data management

Community programs

**This goal contains**

**31**

**sub-actions over the next five years**



- The CRD Board confirmed its transportation priorities and began implementing actions and advocating to senior governments.
- Monitoring of traffic and cycling volume continued and an additional six automated bicycle counters were installed. Work on the regional trail network continued, including:
  - Creation of 13 km of uninterrupted trail between Langford and Victoria on the E&N Rail Trail.
  - Development began on the first regional trail in the Southern Gulf Islands (SGI).
  - Community engagement on the SGI Transportation Integration Plan is complete, and a draft report is under review.
- BC Transit and the CRD completed the Salt Spring Island Transit Future Service Plan that identifies improvements to transit services on Salt Spring Island (SSI). The plan identified electrification of the transit fleet as a key objective for SSI.
- Continued to offer several education programs and initiatives regionally to promote and encourage active travel.
- Approximately 50 vehicle requests were reviewed as part of the green fleet policy, resulting in 21 electric vehicle orders in place or pending.
- A framework to support the coordinated deployment of corporate EV charging infrastructure is in development.

| Indicators | |
|---|---|
| Regional EV Infrastructure Roadmap implementation | • Indicator(s) forthcoming |
| Regional GHG emissions from transportation | • 784,875 t CO2e (16% decrease compared to 2018) |
| Percentage of the Regional Trail Network completed* | • 48% (1% increase compared to 2020) |
| Annual EV ICBC registrations (region fleet size) | • 6,822, 2.26% of total registrations (0.42% increase compared to 2020) |

| Indicators | | |
|---|---|---|
| | Annual CRD corporate fleet GHG emissions | • 1,301 t CO2e (2% increase compared to 2020) |
| | Number of corporate EVs purchased/combustion vehicles replaced | • 9 |

*Please see Appendix B for a full list of indicators for this goal*
**Progress on this indicator is reported in the Regional Growth Strategy Indicator Report.*

### Electric Vehicle (EV) Infrastructure Road Map

In 2021, the CRD developed this road map to support CRD and local government planning efforts around EV infrastructure. This project studied future charging station user needs and designs and outlined opportunities for collaboration between regional fleet owners and other key stakeholders. Implementation of the recommendations in the road map are anticipated to begin in 2022.



## Low-Carbon and Resilient Buildings and Infrastructure

**Goal 4: Accelerate energy efficiency, emission reductions and enhanced resilience in CRD buildings and infrastructure. Support and encourage the same for all buildings and infrastructure across the region.**

**Overall Action Status**
On Track

A large portion of our regional greenhouse gas emissions (GHGs) come from energy used in buildings across the capital region, almost all of which is from fossil fuels for space heating and hot water. Shifting from relying on fossil fuels for space heating and hot water and improving the energy efficiency of our buildings are key to achieving GHG reduction targets and can support resiliency measures.

As the climate changes, it is increasingly important to prepare buildings and infrastructure. The capacity of infrastructure to be resilient to climate impacts must be considered, such as increased stormwater flows, power interruptions, poor air quality and heat waves.

### Goal Progress Summary

- Received a grant from the Federation of Canadian Municipalities to conduct research and to design a Capital Region Residential Energy Retrofit Program. The first phase design study work was completed in 2021, and the results were shared with local government staff.
- Attended the provincial Step Code Peer Network and shared network information with local government staff.

### CRD's Roles

CRD buildings and infrastructure

Building inspection in electoral areas

Data management

Community programs

**This goal contains**

**30**

**sub-actions over the next five years**



- Continued to consider climate change impacts, such as longer and higher intensity rainstorms and longer and drier summers, as part of the design criteria for water supply and wastewater systems.
- Developed a risk-based evaluation process for identifying undersize drainage structures, such as culverts, which incorporates design flow capacity needs and climate impacts.
- Advanced work on Drought Management Plans, as well as a Water Conservation Bylaw for the Southern Gulf Islands.
- Completed energy audits for eight corporate sites, with final results expected in 2022.
- Began conceptual planning to convert the Fisgard Headquarters building heating, ventilation and air conditioning system from fossil fuels to electricity.
- Supported coordination of regionally and municipally funded Cool It! Climate Leadership Training workshops through the BC Sustainable Energy Association, empowering students and their families to reduce their energy, water and carbon consumption.

| Indicators | | |
|---|---|---|
| | Regional Energy Retrofit Program implementation | • Indicator(s) forthcoming |
| | Regional GHG emissions from buildings | • 710,008 t C02e (9% increase compared to 2018) |
| | Annual CRD corporate facilities GHG emissions | • 2,533 t CO2e (29% increase compared to 2020) |

*Please see Appendix B for a full list of indicators for this goal*





## Resilient and Abundant Nature, Ecosystems and Food Systems

**Goal 5: Protect, conserve and manage ecosystem health and nature's capacity to store carbon and adapt to climate change. Support the ongoing ability of natural systems to sustain life.**

**Overall Action Status**

Opportunity for Improvement

Green spaces, blue spaces and parks provide important services to store carbon in vegetation and soils, while at the same time providing ecological services that support the region's resilience to climate change. As temperatures in the region rise, natural areas can also serve to reduce the need for energy-intensive air conditioning and provide accessible areas of respite for all residents.

Monitoring ecological changes over time and sharing this across all levels of government, including First Nations, as well as community organizations and citizens, can increase our collective understanding of the impacts of these changes and inform how we can collectively respond to support the health of our ecosystems.

### Goal Progress Summary

- Worked cooperatively with several First Nations, inviting input on various park management plans and trail place names.
- Accessed more than 50 external ecological data sets for inclusion into a biodiversity inventory.
- Updated land cover classifications, including data on tree cover canopy change
- Supported efforts to improve stream flow monitoring in the region.

### CRD's Roles

Stewardship of CRD lands

Land acquisition

Community and inter-municipal coordination

Education and outreach

Regional planning

**This goal contains**

**19**

**sub-actions over the next five years**



- Began implementation or planning of key recommendations of the Climate Change Adaptation Strategy for the Greater Victoria Water Supply Area (GVWSA)
- Undertook various initiatives to advance forest fuel management within the GVWSA.
- Planned and hosted invasive species best practices training workshops to help build municipal staff and partner capacity.
- Established the Saanich Peninsula Harbours and Waterways Initiative. Staff are engaging with First Nations to explore involvement in the region's harbour and waterways initiatives.
- Provided administrative support to the Regional Food and Agriculture Task Force. Progressed research and development of the Regional Foodlands Trust business case.
- Interpretive program learning outcomes in Regional Parks include understanding the impacts and risks of climate change.

| Indicators | | |
|---|---|---|
| ↑ | Percentage of Sea-to-Sea Green/Blue Belt acquired* | • 91% |
| ↑ | Hectares of regional park land | • 13,303 |
| i | Number of volunteer stewardship hours | • 3,511 hours by 367 volunteers |

*Please see Appendix B for a full list of indicators for this goal*

**Progress on this indicator is reported in the Regional Growth Strategy Indicator Report.*



## Minimized Waste

**Goal 6: Waste generation and the resulting emissions are minimized and remaining waste is transformed into a resource. Follow the 5R pollution prevention hierarchy.**

**Overall Action Status**

Opportunity for Improvement

Product use and the disposal of the waste contributes to GHG emissions in the region. About 5% of regional GHG emissions are associated with waste—and the majority of this comes from decomposing organic waste that was added to Hartland Landfill over the last several decades (e.g., food scraps and construction wood waste). The most effective way to reduce future emissions from the landfill is to follow the 5R hierarchy – focusing first on decreasing the amount of waste produced, then on decreasing the GHG emissions from remaining waste.

### Goal Progress Summary

- In 2021, the Solid Waste Management Plan was approved and implementation began. The plan works to reduce waste generated in the region, which results in reduced GHG emissions.
- Continued to promote increased capture and utilization of landfill gas, reducing fugitive emissions and advanced Hartland renewable natural gas initiative.
- Ongoing monitoring and improvements to management of fugitive emissions at Hartland Landfill. It is expected that fugitive GHGs will continue to decline due to improvements in gas extraction infrastructure. More information can be found in the Hartland Landfill Operating & Environmental Monitoring Report.
- Education programs were somewhat challenging with COVID-19 restrictions; however, staff live-streamed virtual tours of Hartland Landfill and offered some in-person programs later in 2021.

### CRD's Roles

Solid waste management

Liquid waste management

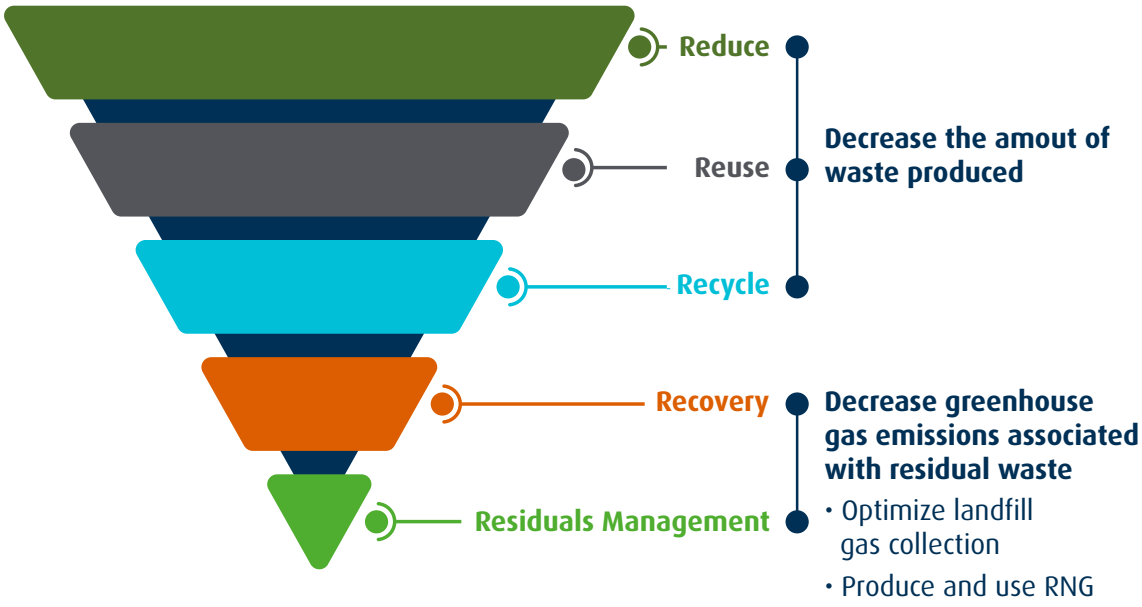
Education and outreach

**This goal contains**

**8**

**sub-actions over the next five years**






## Indicators

| | |
|---|---|
| CRD's per capita disposal rate | • 400 kg/per capita (1% increase compared to 2020) |





# Looking Ahead - 2022

The CRD will continue to show a leadership role, support inter-municipal collaborative efforts, pursue strategic partnerships and external funding sources, and respond to opportunities, as local and senior levels of governments advance their efforts.

Some activities planned for 2022 include:

- **Regional Energy Retrofit Program:** Building on the success of the Bring it Home 4 Climate program, the CRD is preparing to launch a regional service in 2022 that will support residents in the region to undertake home energy retrofits and take advantage of incentives offered by the provincial and federal retrofit programs.
- **Implementation of the Electric Vehicle (EV) Infrastructure Road Map:** In 2021, the CRD created a road map for the region on how to accelerate installation of an EV charging network and find opportunities for collaboration. The CRD anticipates initiating implementation of this plan in 2022 through coordination of funding applications and deployment, and planning support and coordination of site selection for chargers.
- **Capital Region E-mobility Awareness Initiative:** In 2021, the CRD successfully applied to the federal Zero Emissions Vehicle Awareness Initiative to launch a region-wide outreach campaign to encourage the adoption of e-mobility technology. This campaign will spread awareness of the advantages of EVs and electric bicycle (e-bike) ownership in the capital region.
- **Origin Destination Household Travel Survey:** This survey, which produces the region's transportation mode share information, is conducted every five or six years and was last completed in 2017. An updated survey is anticipated to be completed in 2022, with reporting on new mode share data available in 2023. The data is used by local governments and communities to inform decisions on future transportation options for the region.
- **Green Building Policy:** This draft policy will be reviewed in 2022 and will set standards for energy-efficient and low-carbon new construction and retrofits of corporate buildings. With this policy, the CRD can show climate leadership, progress toward climate targets, and minimize operational costs and GHG emissions.
- **Electrifying the CRD Fleet:** In 2022, the CRD anticipates building on the successful implementation of the Green Fleet Policy. At the end of 2021, nine EVs were on order or requested from vendors, and 12 additional requests for EVs were moving through the internal procurement process.



# Appendix A: Climate Action Report Card

This Climate Action Report Card is intended to provide a high-level, easy-to-understand overview of the CRD's climate performance and progress.

## Methodology

The Climate Action Strategy defines specific actions to guide CRD efforts over the lifespan of the strategy. These include 56 "umbrella" actions broken down into 127 sub-actions with specific timelines and responsible divisions.

The Climate Action Report Card compiles the self-reported quantitative progress metrics from services for each of the 127 sub-actions. By averaging the progress of respective sub-actions, the report card measures the current 'action status' for several informative categories, such as overall climate action status, corporate and community-focused actions, and the six goal areas of the strategy.

The report card uses a math-based system to produce a percent grade by comparing reported progress with expected progress based on the action timelines established in the strategy. For ongoing actions with no timeline, percentages are based on self-reported levels of progress satisfaction by the responsible service. Each action status score is accompanied by qualitative progress updates that summarize any actions taken or barriers encountered during the reporting year. For clarity, percentages are converted to three coloured status indicators: on track, opportunity for improvement, and attention required. In addition, several broader corporate and regional indicators are included. These are not considered in the evaluation of the action statuses.

For more information on timing, divisions involved, and sub-actions, please see Appendix C in the Climate Action Strategy.

# 2021 Overall Action Plan Progress

Opportunity for Improvement

## Corporate Actions

Opportunity for Improvement

## Community-Focused Actions

On Track

## Goal Area

- **Goal 1:** Climate-Focused Decision Making
- **Goal 2:** Sustainable Land Use, Planning and Preparedness
- **Goal 3:** Low-Carbon Mobility
- **Goal 4:** Low-Carbon and Resilient Buildings and Infrastructure
- **Goal 5:** Resilient and Abundant Nature, Ecosystems and Food Systems
- **Goal 6:** Minimized Waste

### Legend: Action Status

- **On Track:** 75% or greater of yearly target progress
- **Opportunity for Improvement:** 50% - 75% of yearly target progress
- **Attention Required:** less than 50% of yearly target progress
- **Future Action**

### Legend: Indicators

- Direction of arrow indicates **current trend direction**
- Indicator is trending in the **desired direction**
- Indicator is trending in the **wrong direction**
- Indicator is intended to provide **contextual information**

## Climate-Focused Decision Making

**Goal 1: Climate action priorities are integrated at all levels of decision making across the organization.**

**Overall Action Status**
Opportunity for Improvement

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| ⏩ | **1-1 Integrate and standardize the climate lens framework across processes** | • Development of a full-fledged climate lens continues through a combination of new corporate policy and evaluation tool development.<br>• Adopted the Green Fleet Policy to accelerate the transition to and operate a low-carbon "green" fleet.<br>• The corporate green building policy and internal carbon price policy are in development to support climate-focused decision making.<br>• A life-cycle assessment tool is in development by Asset Management to support evaluations that consider the many priorities of the CRD.<br>• A climate report card has been added to the 2021 annual climate reporting to provide a quick and actionable progress summary for the Board and departments. |
| ! | **1-2 Develop internal carbon pricing policies and procedures** | • The internal carbon price policy is in development, with a draft under review by key staff. |
| ⏩ | **1-3 Identify internal funding sources for climate action** | • The Climate Action Reserve Fund continued to support climate initiatives, with approximately $50,000 put towards projects starting in 2021. |
| ! | **1-4 Support staff capacity building and coordination** | • Internal climate action meetings for key staff continued in 2021. Introduction to the green fleet policy was provided in 2021. Staff training for climate action is a future opportunity to further increase climate action awareness internally.<br>• An internal SharePoint site was developed to profile the updated Climate Action Strategy and key policies and procedures, and connect staff with climate action resources. |
| ! | **1-5 Investigate how Indigenous knowledge can inform climate action at CRD** | • Public health guidelines due to the COVID-19 pandemic have postponed gatherings that could support this work.<br>• For 2022, staff will seek out opportunities for the Board and staff to learn from Indigenous perspectives on climate action, through collaboration, relationship building and cultural perspectives training. |

**Additional Action Plan Indicators**

| | |
|---|---|
| **Annual CRD Corporate GHG emissions** | • 3,834 t CO2e (19% increase compared to 2020) |

## Sustainable Land Use, Planning and Preparedness

**Goal 2: Support the region on its pathway to livable, affordable and low-carbon communities that are prepared for climate change.**

**Overall Action Status**
On Track

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| ⏩ | **2-1 Incorporate climate hazards and vulnerabilities into corporate CRD emergency response plans** | • Planning for heat waves, drought and extreme weather events has been undertaken and has led to changes and updates to emergency response plans based on learnings from after action reports from the 2021 season. Alerting programs, awareness messaging within the organization and with public-facing considerations were refined.<br>• New alerting software and emergency management collaboration platform has been purchased with strong capabilities for internal and public-facing dashboards and messaging to enhance awareness and preparation for emerging climate-related threats. |
| ⏩ | **2-2 Monitor Regional Growth Strategy** | • Completed the 2021 Regional Growth Strategy Indicator Report.<br>• Provided preliminary guidance to municipalities currently undergoing Official Community Plan (OCP) updates, in alignment with Regional Growth Strategy climate policies. |
| ! | **2-3 Integrate climate impacts into Juan de Fuca land use plans and policies** | • No changes were made to official community plans in 2021.<br>• Continued to consult qualified professionals to determine setback and flood construction levels adjacent to the marine shoreline. The scope of changes to development permit areas or flood regulations in response to climate impacts is to be determined. |
| ⏩ | **2-4 Collect and share pertinent energy, emissions, climate projections and vulnerability data** | • Conducted the 2020 regional and local government Global Protocol Community-Scale Basic+ GHG inventories and distributed results.<br>• Collected data from a variety of sources pertaining to emissions, including: Insurance Corporation of BC, Fortis BC, Victoria Real Estate Board, and Climate Action Secretariat. CRD staff have presented on these various data sets to inter-municipal staff from across the region.<br>• Focused on refining results of the Capital Region Coastal Flood Inundation Mapping Project and distributing data to local governments and other project stakeholders. |
| ••• | **2-5 Identify innovative actions to close the regional 2030 emissions reduction gap** | • Future action |
| ⏩ | **2-6 Coordinate regional climate action, collaboration and capacity building among local governments and interested First Nations** | • Staff continued to facilitate and administer several inter-municipal groups, including the Climate Action Task Force and Climate Action Working Group, Development Planning Advisory Committee, BC Hydro Community Energy Managers Network, Local Government Emergency Program Advisory Commission, and the Regional Emergency Management Partnership. These networks serve to coordinate regional climate action and priorities and help to disseminate resources, reports and information. |
| ⏩ | **2-7 Incorporate regional climate projections into electoral area emergency planning and enhance FireSmart efforts** | • Retained a FireSmart Coordinator through successful grant applications; this role will work with the electoral areas to enhance community resilience to wildfire threats through 2022.<br>• Created a Drought Advanced Plan for the CRD during the 2021 drought and fire season that was used to effectively coordinate and lead the organization's response. This will be repeated in the 2022 season.<br>• Collaborated with electoral area fire departments and emergency programs, organizational partners, and provincial agencies, such as BC Wildfire Services, as part of the CRD's wildfire preplanning for the 2021 fire season. |

| | Status | Action | Update |
|---|---|---|---|
| | | **2-8 Coordinate with emergency management stakeholders on planning and public outreach activities related to climate risks** | • Staff continued to work with Local Government Emergency Program Advisory Commission, Regional Emergency Management Partnership and the Province to coordinate outreach and planning activities. |
| | | **2-9 Investigate Transition SSI 2.0 Climate Plan implementation** | • Future action |

## Regional Climate Progress Indicators and Trends

| | |
|---|---|
| **Regional GHG emissions** | • 1.8 million tonnes of C02e (5% decrease compared to 2018) |
| **Number of net new dwelling units in areas where more than 42% walk/ bike/bus to work*** | • Currently, the region is not meeting the desired trend. |

**Progress on this indicator is reported in the Regional Growth Strategy Indicator Report.*



## Low-Carbon Mobility

**Goal 3: Rapidly reduce corporate fleet emissions. Support, endorse and encourage active, public and zero-emission transportation options across the region.**



**Overall Action Status**
On Track

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| | **3-1 Administer and track the new Green Fleet Policy** | • Approximately 50 vehicle requests were reviewed as part of the green fleet policy, resulting in 21 electric vehicle orders in place or pending. |
| | **3-2 Develop electric vehicle (EV) adoption and right-sizing plan for the corporate fleet** | • Completed the Federation of Canadian Municipalities grant-funded Zero Emissions Fleet Initiative.<br>• Consulted regularly with industry to identify new green vehicle developments. New electric vehicle (EV) opportunities have been promptly pursued, including orders for electric pickup trucks that have newly entered the market. |
| | **3-3 Develop EV infrastructure plan for the corporate fleet** | • Developed a draft working framework for corporate EV infrastructure.<br>• Facilities Management and Engineering Services installed EV infrastructure at several facilities.<br>• Submitted federal grant application for new corporate EV infrastructure. |
| | **3-4 Investigate the feasibility of bio-based diesel supply and storage** | • Future action |
| | **3-5 Develop a region-wide approach to transportation demand management** | • Future action |
| | **3-6 Collect and distribute transportation planning data regionally** | • Collected data through the volunteer bike count in spring and fall 2021. Installed six automated counters in 2021, bringing the regional total to 23. Regional and Strategic Planning will begin working on a cycling volume estimation methodology in 2022.<br>• Completed the annual traffic count in fall 2021. Data is widely used by municipal and agency partners in their planning and forms an integral input into transportation modelling. The data is publicly available on a CRD web platform.<br>• Received preliminary 2022 budget approval to initiate and fund the Origin Destination Household Travel Survey, which produces the region's transportation mode share information. This project is anticipated to complete in 2022, with reporting on new mode share data in 2023.<br>• Worked closely with the City of Victoria and the District of Saanich to initiate a unique travel survey that will capture resident and business vehicle kilometres travelled. This project will help improve how those municipalities estimate transportation emissions. |
| | **3-7 Accelerate infrastructure improvements that support active transportation** | • The CRD Board confirmed its transportation priorities through a comprehensive process in 2021 and began implementing actions and advocating to senior governments on priorities.<br>• Member municipalities continue to build out the active transportation network identified in the Regional Transportation Plan (RTP) and the Pedestrian and Cycling Master Plan. CRD worked with several municipalities and BC Transit to ensure alignment between the RTP and local transportation planning processes.<br>• Completed Phase 3 of the E&N Rail Trail - Humpback Connector, creating 13 km of uninterrupted trail between the City of Langford and the City of Victoria.<br>• Completed a Widening and Separation Feasibility Study for the priority areas identified in the Regional Trail Management Plan.<br>• Development of the first regional trail in the Gulf Islands (Mayne Island Regional Trail) is underway, supported by grant funding.<br>• Worked with other partners in the Salish Sea Trail Network, which is focused on seeking assistance for the development of the regional trail route on Salt Spring Island. Completed trail work on Salt Spring Island, expanding trail network.<br>• Completed Phase 1 and phase 2 of community engagement on the Southern Gulf Islands (SGI) Transportation Plan, and a draft report is under review by staff. The final report with service establishment recommendations will be completed in early 2022. The Service Bylaw Establishment Process is to be initiated in March 2022, with a referendum question scheduled to coincide with the 2022 General Election. |

| Status | Action | Update |
|---|---|---|
| | **3-8 Lead and support regional education programs focused on zero-emission mobility** | • Successfully applied for a federal Zero Emissions Vehicle Awareness Initiative grant to develop and implement a regional outreach campaign in 2022 to increase awareness of the benefits of electric vehicle and electric bicycle ownership and address perceived barriers to support their adoption.<br>• Completed 2020/21 Ready Step Roll Active Travel Planning cohort of five schools and initiated 2021/22 cohort of five new schools.<br>• Developed a new campaign, Let's Get Visible - be bright in low light, to promote active travel safety.<br>• Updated the guidebook and resources for Walk & Wheel to School initiative. |
| | **3-9 Support acceleration of transit improvements and increased service** | • BC Transit and the CRD completed the Salt Spring Island Transit Future Service Plan that identifies improvements to transit services on SSI. The plan identified electrification of the transit fleet as a key objective for Salt Spring Island.<br>• Initiated the SGI Transportation Integration Plan to support transportation options in the Southern Gulf Islands. Developed using a comprehensive community approach and grounded in sound technical analysis, the plan offers a strong foundation in support of the establishment of a transportation service (subject to elector assent and CRD Board approval). |
| | **3-10 Support a public electric vehicle charging network and encourage uptake of zero-emission vehicles** | • Planned for education roll-outs on electric vehicles for consumers, strata property owners, electrical and auto-mechanic trades.<br>• Answered a request for proposals to the federal Zero Emission Infrastructure Program, in conjunction with the City of Victoria, the Township of Esquimalt, and the Town of View Royal for over 100 charging ports to be used for both fleet and public charging.<br>• Creation of guidelines and other materials to support public infrastructure deployment in the capital region is scheduled to start in 2022, with budget allocated to do so. |
| | **3-11 Implement Regional EV Charging Roadmap** | • Future action |
| | **3-12 Improve internet access on Southern Gulf Islands** | • Supporting Connected Coast and other internet service improvements on the islands. Achieving service improvements requires collaboration between several private and public sector actors.<br>• Subject to electoral assent and CRD Board approval, the SGI Electoral Area will establish a service to support community contributions towards last mile service development on islands, approved under the Connected Coast funding proposals. |

## Additional Action Plan Indicators

| | |
|---|---|
| **Regional EV Infrastructure Roadmap implementation** | • Indicator(s) forthcoming |
| **Percentage of the Regional Trail Network completed*** | • 48% (1% increase compared to 2020) |
| **Annual CRD corporate fleet GHG emissions** | • 1,301 t CO2e (2% increase compared to 2020) |
| **Number of corporate EVs purchased/ combustion vehicles replaced** | • 9 |
| **Number of CRD fleet EV chargers installed** | • 10 |

## Regional Climate Progress Indicators and Trends

| | |
|---|---|
| **Regional GHG emissions from transportation** | • 784,875 t CO2e (16% decrease compared to 2018) |
| **Percentage of total trips made by walking, cycling and transit in the Growth Management Planning Area*** | • Not updated in 2021. Progress is being made toward the target. The past three Origin Destination Surveys show steady increases in active transportation and transit mode share over the past decade. |
| **Annual EV ICBC registrations (region fleet size)** | • 6,822, 2.26% of total registrations (0.42% increase compared to 2020) |
| **Victoria Transit Region fuel sales** | • 331,336,547 taxable litres (7% increase compared to 2020) |

**Progress on these indicators is reported in the Regional Growth Strategy Indicator Report.*

## Low-Carbon and Resilient Buildings and Infrastructure

**Goal 4: Accelerate energy efficiency, emission reductions and enhanced resilience in CRD buildings and infrastructure. Support and encourage the same for all buildings and infrastructure across the region.**

**Overall Action Status**
On Track

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| ▶▶ | **4-1 Develop and implement a corporate Green Building Policy** | • Developed a draft corporate Green Building Policy that will be reviewed in 2022. |
| ▶▶ | **4-2 Develop and implement a Strategic Energy Management Plan** | • With BC Hydro grant support, developed preliminary draft of corporate Strategic Energy Management Plan.<br>• Initiated energy audits for 8 corporate sites. |
| ••• | **4-3 Conduct energy studies for CRD facilities to identify priority emission reduction and energy efficiency projects** | • Future action |
| ▶▶ | **4-4 Complete identified high impact retrofits to CRD facilities** | • Began conceptual planning to convert the Fisgard Headquarters building heating, ventilation and air conditioning system from fossil fuels to electricity. The five-year capital plan for the Fisgard HQ building includes a project to replace the natural gas boilers and currently requires 50% of the cost to be covered by grants, which must be identified and applied for.<br>• SEAPARC is included in the GHG Reduction Pathway Study that will evaluate the costs and requirements of an energy recovery system and replacement of the fuel oil burners. The results of this study will be an essential first step towards the significant carbon reduction in SEAPARC's operations.<br>• Continued work on a cost estimate for the energy recovery system at Panorama Recreation. New funding strategies are being investigated after the grant application to the Investing in Canada Infrastructure Program was unsuccessful. |
| ! | **4-5 Pursue climate-friendly development and retrofits for CHRC and CRHD facilities** | • Work is ongoing to secure grant funding to support energy and GHG savings in housing facilities. New development has higher performing energy-efficient equipment, wherever possible.<br>• Partnerships are being explored to cost share the installation with facility operators to reduce ongoing energy costs and improve efficiency.<br>• Climate considerations were incorporated into the demolition at Oak Bay Lodge and plans to reduce the amount of waste being landfilled. |
| ! | **4-6 Consider climate impacts in risk assessments and infrastructure upgrades** | • Continued to consider climate change impacts, such as longer and higher intensity rainfall and longer and drier summers, as part of the design criteria for water supply and wastewater systems.<br>• Developed a risk-based evaluation process for identifying undersize drainage structures, such as culverts, which incorporates design flow capacity needs and climate impacts.<br>• Work is ongoing on a Drought Management Plans, as well as a Water Conservation Bylaw for the Southern Gulf Islands.<br>• Due to concerns with the quantity of future water supply within some of the smaller gulf islands, different technologies such as desalination are being considered, in the event that the groundwater or surface water supplies are negatively impacted by climate change. |
| ••• | **4-7 Implement a Regional Energy Retrofit Program** | • Future action |
| ▶▶ | **4-8 Develop, deliver and support building-related energy, emissions and water education** | • Supported coordination of 40 (20 funded by CRD, 20 by municipal partners) regionally and municipally funded Cool It! Climate Leadership Training workshops through the BC Sustainable Energy Association, which provides free interactive climate education to elementary and high school classes in the region. Empowers students and their families to reduce their energy, water, and carbon consumption. |

| Status | Action | Update |
|---|---|---|
| | 4-9 Support acceleration of regional building energy benchmarking and local government regulation approaches | • Partnered with Building Benchmark BC to disclose headquarters building energy and emissions data. The aim of the program is to inform and inspire public and private sector leadership. |
| | 4-10 Coordinate high-performance building policy support and capacity-building activities | • Attended provincial Step Code Peer network and shared network information with capital region municipal staff via an Inter-municipal Working Group (IMWG).<br>• Received a grant from the Federation of Canadian Municipalities to conduct research and design a Capital Region Residential Energy Retrofit Program.<br>• First phase design study work was completed in September 2021, and the results were shared with capital region municipal staff via the IMWG. |
| | 4-11 Collect and share data and research on building energy use and emissions | • Conducted the 2020 regional and local government Global Protocol Community-Scale Basic+ GHG inventories and distributed results, which included data on building energy use and emissions. |
| | 4-12 Promote green infrastructure and improved stormwater management approaches | • Executed 'Live Green in your Backyard' campaign, incorporating messaging about the use of rain gardens and rainwater harvesting and their value in reducing pollution and conserving water. Animated videos were created showing how to reduce pollution from properties. |
| | 4-13 Understand climate impacts on groundwater resources in Juan de Fuca Electoral Area | • Hosted a provincial presentation to the community regarding the nature of groundwater resources, well registration, and well protection in the Juan de Fuca Electoral Area. |
| | 4-14 Investigate regional renewable energy and storage potential | • Future action |
| | Number of site energy audits completed | • 8 |

## Additional Action Plan Indicators

| | |
|---|---|
| Annual CRD corporate facilities GHG | • 2,533 t CO2e (29% increase compared to 2020) |
| Number of critical emissions reduction projects completed | • 0 |
| Number of site energy audits completed | • 8 |

## Regional Climate Progress Indicators and Trends

| | |
|---|---|
| Regional Energy Retrofit Program implemenation | • Indicator(s) forthcoming |
| Annual FortisBC natural gas consumption numbers^ | • 6,769,810 GJ (2020) (4% increase compared to 2019) |
| Annual FortisBC natural gas connections^ | • 56,446 (2020) (0.7% increase compared to 2019) |
| Regional GHG emissions from buildings | • 710,008 t C02e (9% increase compared to 2018) |

*^2021 data not available at the time of reporting.*

## Resilient and Abundant Nature, Ecosystems and Food Systems

**Goal 5: Protect, conserve and manage ecosystem health and nature's capacity to store carbon and adapt to climate change. Support the ongoing ability of natural systems to sustain life.**

**Overall Action Status**
Opportunity for Improvement

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| ⏩ | **5-1 Integrate climate considerations into regional parks strategic and management planning** | • Worked cooperatively with the W̱SÁNEĆ Leadership Council and its designates on the development of the Mount Work Regional Park Management Plan and have sought First Nations names for four park trails.<br>• Invited input from T'Sou-ke and Beecher Bay First Nations on preliminary work on East Sooke Regional Park and Matheson Lake/Roche Cove Regional Park management plans.<br>• Initiated update of the Regional Parks Strategic Plan, to be completed in 2022. Climate action will be represented in this new plan. |
| ! | **5-2 Monitor ecosystem health in the Greater Victoria Water Supply Area (GVWSA) and investigate expanding regionally** | • The Watershed Hydrology Program is upgrading existing monitoring sites and instrumentation in the Sooke and Goldstream water supply areas (WSA) and expanding the number of streams being monitored in the Sooke WSA.<br>• In 2022, an update of the Terrestrial Ecosystem Mapping will refine the mapping of forest ecosystems. An acquisition of LiDAR data is planned for 2023 that will enable forest characteristics in the WSA to be more accurately classified and mapped. |
| ! | **5-3 Undertake climate adaptation initiatives to increase the resilience of the GVWSA** | • Key recommendations of the Climate Change Adaptation Strategy for the GVWSA are being implemented or are in the planning stage.<br>• Completed updated risk assessments for major threats to water quality in the Greater Victoria WSA (e.g., wildfire) to incorporate climate change. |
| ! | **5-4 Provide regional and local ecological data to support planning and policy efforts** | • Identified and downloaded more than 50 external ecological datasets for inclusion into a biodiversity inventory. Initiated conversations with municipal partners.<br>• Completed updated land cover classifications, which includes data on tree cover canopy change and impervious cover over time. Deliverables included a higher accuracy for canopy cover, change in canopy cover over time, and canopy height model and tree plan.<br>• Ongoing efforts to improve stream flow monitoring in the region. Provided technical and financial assistance to a non-profit to upgrade their hydrometric monitoring station. |
| ! | **5-5 Coordinate regional invasive species program** | • Planned and hosted invasive species best practices training workshops to help build municipal staff capacity to increase partner capacity.<br>• Planned an online regional invasive species symposium with the Invasive Species Council of British Columbia. |
| ••• | **5-6 Support regional forest and urban tree programs** | • Future action |
| ! | **5-7 Support Indigenous-led monitoring and restoration programs** | • The CRD is building relationships with First Nations to help understand their priorities and interest and identify where the CRD can collaborate. Staff are working with the help of a consultant to determine best practices and next steps for supporting Indigenous employment within the CRD.<br>• Established the Saanich Peninsula Harbours and Waterways Initiative. Staff are engaging with First Nations to explore involvement in the region's harbour and waterways initiatives. |
| ⏩ | **5-8 Support local food and agriculture planning and programs** | • Provided administrative support to the Regional Food and Agriculture Task Force.<br>• Progressed research and development of the Regional Foodlands Trust business case. Regional and Strategic Planning will seek further Board direction in spring 2022.<br>• Participated in the Vancouver Island Agriculture Adaptation Working Group |

| | Status | Action | Update |
|---|---|---|---|
| | ! | **5-9 Integrate climate impacts and solutions into environmental education and outreach campaigns** | • Regional Parks interpretive programs address the role and benefits of parks, including their importance in preserving biodiversity and mitigating the effects of climate change. Interpretive program learning outcomes include understanding the impacts and risks of climate change.<br>• Participated in a regional UN Decade of Restoration committee, and promoted the UN Decade of Restoration and "Make a Difference Week", an annual week of global restoration action.<br>• Developed engagement materials to build awareness of backyard biodiversity. |

## Additional Action Plan Indicators

| | |
|---|---|
| **Hectares of regional park land** | • 13,303 |
| **Number of volunteer stewardship hours** | • 3,511 hours by 367 volunteers |

## Regional Climate Progress Indicators and Trends

| | |
|---|---|
| **Percentage of Sea-to-Sea Green/Blue Belt acquired*** | • 91% |
| **Hectares of farmland in the Growth Management Planning Area*** | • Data from the 2021 census will be the first opportunity to measure progress toward this target. |

**Progress on these indicators is reported in the Regional Growth Strategy Indicator Report.*

## Minimized Waste

**Goal 6: Waste generation and the resulting emissions are minimized and remaining waste is transformed into a resource. Follow the 5R pollution prevention hierarchy.**

**Overall Action Status**
Opportunity for Improvement

| Status | Action | Update |
|---|---|---|
| **Progress on Actions** | | |
| ! | **6-1 Implement the Solid Waste Management Plan** | • Adopted in 2021, the Solid Waste Management Plan works to reduce waste generated in the region, which results in reduced GHG emissions. The plan continues to promote increased capture and utilization of landfill gas, reducing fugitive emissions and producing renewable natural gas to displace fossil fuel usage. |
| ! | **6-2 Develop and deliver education programs to promote a circular economy, zero waste and the 3 Rs** | • Education programs were somewhat challenging with COVID-19 restrictions; however, staff live-streamed virtual tours of Hartland Landfill on Earth Day, April 22nd reaching approximately 1,000 participants and offered some in-person programs later in 2021. |
| ! | **6-3 Support education and engagement on waste management to be delivered by and for First Nations communities** | • Relationships are being established to support this collaborative action. |
| ! | **6-4 Continue to maximize and optimize the capture of landfill gas for beneficial use** | • Monitoring and improvements to the management of fugitive emissions are ongoing. It is expected that fugitive greenhouse gas emissions will continue to decline due to improvements in gas extraction infrastructure. More information can be found in the Hartland Landfill Operating & Environmental Monitoring Report. |
| ••• | **6-5 Consider climate change impacts in liquid waste management** | • Future action |

**Regional Climate Progress Indicators and Trends**

| | |
|---|---|
| **CRD's per capita disposal rate** | • 400 kg/per capita (1% increase compared to 2020) |




Capital Regional District

625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

www.crd.bc.ca
Twitter: @crd_bc
Facebook: Capital Regional District

Making a difference...together

**ERM 22-12**

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 20, 2022**

---

**SUBJECT** **Meeting the Solid Waste Management Plan Targets through Material Stream Diversion**

## ISSUE SUMMARY

To seek direction from the Capital Regional District Board on implementation of the Solid Waste Management Plan.

## BACKGROUND

The Capital Regional District's (CRD) Solid Waste Management Plan (SWMP), 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.

The plan enables the CRD to take action in several interconnected areas to increase diversion of materials from the landfill in support of waste reduction targets. On this basis, staff propose implementing a suite of policies designed to divert material from the mixed general refuse (garbage) stream at Hartland Landfill and recycle, repurpose or recover these materials for beneficial use, supporting a circular economy. These policies include:

- expanding landfill bans to new material streams that that can be recycled, repurposed or otherwise recovered
- developing new reduced tipping fee rates for source-separated materials to encourage source separation of banned materials that could be recycled or recovered
- increasing the Hartland tipping fee for mixed general refuse to discourage materials that could be separated from ending up in the general refuse stream, and to partially offset the cost of reduced tipping fees for source-separated recyclable/recoverable materials
- expanding material stream diversion services at Hartland to ensure that banned materials diverted from the general refuse end up in alternative processing streams or end markets
- expanding enforcement of landfill material bans

The expanded diversion services would apply to material streams, such as wood, roofing shingles, textiles, carpet and backing, flooring, rigid plastics, furniture and mattresses, accounting for approximately 35% of the waste stream[1]. The CRD is also investigating expanding landfill bans to these material streams. The effectiveness of the proposed policies in diverting materials out of the general refuse stream and into source-separated streams is largely dependent on the rate that tipping fees are set, along with the level of enforcement on the new material bans.

The tipping fee for general refuse will need to increase over time, while the tipping fee for separated loads of some divertible materials will need to be set at a rate below general refuse, in order to incent segregation. Amendments to the tipping fee are being considered for implementation starting June 1, 2023.

[1] Based on 2016 waste composition data. The CRD is conducting a new waste composition study in 2022.

One potential unintended consequence of these policies is waste migration. This is where waste is exported to out-of-region landfills, avoiding the region's waste diversion policies. Waste migration is counter to the aim of reducing waste overall, and can make the CRD's waste system financially unsustainable, as the tipping fees for waste generated within the region are paid to out-of-region facilities, leaving a smaller portion of the waste to cover the entirety of the system's fixed costs.

To mitigate against waste migration, staff recommend initially setting tipping fees and enforcement levels, with a view to aligning with the current market conditions. This is anticipated to result in waste diversion consistent with the SWMP targets and to set the region on a path to meeting the SWMP target of 250 kg per capita per year by 2031. Staff recommend continually evaluating the effectiveness of waste diversion policies, and modifying as necessary for efficacy, and to meet the diversion targets. Staff will be returning to the Environmental Services Committee in May 2022 with additional approaches to addressing the risk of waste migration through waste flow management.

Once materials are diverted from the general refuse stream, they are available for further processing (reuse, recycle or resource recovery) to become part of a circular economy. In the short term, materials that are collected through the expanded diversion services at Hartland will be processed on site, or by the private sector through contract. The CRD may also consider providing an incentive to the private sector to operate transfer or processing facilities at other locations. The CRD's investigation into integrated resource management identified that material stream pre-processing is required for many of the resource recovery technologies evaluated. Strategy 15D of the SWMP is to continue to conduct research, investigate and report out on emerging waste management technologies (including alternatives to landfilling, such as integrated resource management and gasification). Materials diverted from the general refuse stream could be used as a feedstock for such technology in the future.

The next steps for material stream diversion are outlined below:

- initiate a procurement process to understand private sector options and costs for further processing (reuse, recycle or resource recovery) of materials that are diverted from the general refuse stream
- return to the Environmental Services Committee with detailed financial implications based on information received through the procurement
- return to the Environmental Services Committee in January 2023 with proposed revisions to the Hartland Tipping Fee and Regulation Bylaw No. 3881 to come into effect June 1, 2023

Staff will also bring this report to the Solid Waste Advisory Committee for information and will present proposed policies to the Local Government and Industry Solid Waste Working Groups.

## ALTERNATIVES

*Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to initiate a procurement process for further processing of divertible materials, and return to the Environmental Services Committee in January 2023 with financial implications and proposed amendments to the Hartland Tipping Fee and Regulation Bylaw No. 3881 and associated operational implications.

*Alternative 2*

That staff be directed to return with further information.

## IMPLICATIONS

*Financial Implications*

As solid waste diversion alternatives are implemented, diverted waste streams are expected to result in lower revenues and higher costs to the service. The magnitude of the changes will be sensitive to which policy alternatives are implemented, pricing levels within the market, and the waste industry's response to these changes.

Tipping fee rate alternatives are being evaluated to offset the incremental impacts of reaching diversion targets and will be considered by committee in advance of a proposed amendment to the Hartland Tipping Fee and Regulation Bylaw No. 3881 in January 2023.

*Service Delivery Implications*

Beginning in mid-2023, new material categories will be banned from the general refuse stream and new tipping fee categories will be established for source-separated loads of these materials. Staff will determine which material categories can be banned from the general refuse stream based on the results of the procurement process. It is anticipated that material bans will include clean wood waste and mixed/contaminated wood waste, and could also include:

- flooring, carpeting and textiles
- asphalt shingles
- mattresses and box springs and furniture
- rigid plastics

The tipping fee for these materials will be set lower than general refuse tipping fees to encourage source separation. The CRD will consolidate separated loads of these materials and contract with the private sector for subsequent processing, recycling, repurposing or recovery.

General refuse is inspected when it is delivered to Hartland, and if a load contains excessive amounts of banned items, the hauler is subject to ticketing under the Hartland Tipping Fee and Regulation Bylaw No. 3881, in addition to the cost of disposal.

Staff will be seeking to amend the Hartland Tipping Fee and Regulation Bylaw No. 3881 to enable various enforcement strategies to ensure banned materials stay out of the general refuse stream. This could include denying the use of Hartland to those who repeatedly ignore disposal bans.

## CONCLUSION

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 plan enables the CRD to take action in several interconnected areas to increase diversion of materials from the landfill in support of waste reduction targets. Staff propose implementing a suite of policies designed to divert material from the mixed general refuse stream and, as a first step, initiating a procurement process to understand private sector options and costs for further processing (reuse, recycle or resource

recovery) of materials that are diverted from the general refuse stream. Staff will return with the results of the procurement process before proposing modifications to the Hartland Tipping Fee and Regulation Bylaw No. 3881 to meet the SWMP targets.

## RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to initiate a procurement process for further processing of divertible materials, and return to the Environmental Services Committee in January 2023 with financial implications and proposed amendments to the Hartland Tipping Fee and Regulation Bylaw No. 3881 and associated operational implications.

| | |
|---|---|
| Submitted by: | Tom Watkins, Acting Senior Manager, Environmental Resource Management |
| Concurrence: | Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

Making a difference...together

**ERM 22-15**

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 20, 2022**

---

**SUBJECT** **Solid Waste – 2021 Annual Report**

## ISSUE SUMMARY

To present the Capital Regional District's (CRD) 2021 Solid Waste Annual Report (Appendix A), which summarizes solid waste service activities for 2021, identifies initiatives being pursued in 2022, and reports progress toward implementation and monitoring of the new CRD Solid Waste Management Plan (SWMP).

## BACKGROUND

Based on the 5R hierarchy of reduce, reuse, recycle, resource recovery and residual management, the CRD's solid waste services strive to minimize waste generation and disposal needs, and maximize diversion and recovery opportunities. Work in these areas focuses on conserving airspace in an effort to ensure enough landfill capacity to meet the residuals disposal needs of the community in the future. Highlights for 2021 include:

- Board endorsement of the new SWMP and submission to the Province of BC
- identification of SWMP priority areas and development of short-term work plan
- hiring for two new positions to support communications and new initiatives
- approval of supply contract between the CRD and FortisBC approved by the BC Utilities Commission
- debut of first live-streamed landfill tour of Hartland for schools on Earth Day
- continued expansion of waste reduction and consumer responsibility messaging
- reminder subscription reach of 90,000+ for Curbside Blue Box Recycling Program
- expansion of reusable items collection at Hartland Depot to include appliances for Restore
- partnership with Return-it to host an Express & Go station at Hartland Depot for beverage container deposit refund
- expansion of on-site beneficial use of source-separated material streams (e.g., unusable books)
- grind and transfer pilot of clean wood waste for offsite energy recovery

The disposal rate for the capital region was 400 kg/per capita in 2021, up from 395 kg/per capita in 2020. With a provincial average hovering around 500 kg/per capita, the CRD continues to maintain one of the lowest per capita disposal rates in the province. In an effort to accelerate waste diversion and meet/exceed the CRD's 250 kg/capita waste disposal rate target, material stream diversion has been prioritized and is outlined in a separate staff report on today's Environmental Services Committee agenda.

## ALTERNATIVES

*Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board:
That the Solid Waste Advisory Committee, in its plan monitoring role, be directed to review the 2021 Plan Monitoring Update (Appendix A – of the Solid Waste 2021 Annual Report).

*Alternative 2*

That this report be referred back to staff for additional information.

## IMPLICATIONS

*Environmental & Climate Implications*

Extensive engineering controls are in place at Hartland to prevent or reduce landfill-related impacts to groundwater, surface water and air. The effectiveness of these controls are assessed through the CRD's environmental monitoring program, conducted in accordance with all regulatory requirements, including the Operational Certificate and the BC Contaminated Sites Regulation.

In early 2022, an exceedance of the water quality guidelines in one of the landfill's northern surface water drainages was reported under the landfill's monitoring program. Staff and professional consultants are completing an investigation to determine the cause of the exceedances and to identify appropriate actions to address the issue and to ensure surface water quality meets provincial guidelines into the future. The Province, and the impacted land owner, have been advised of the exceedance, and while this is now being managed, additional site improvements will continue to be implemented as landfilling occurs in areas that are newly opened.

*Intergovernmental Implications*

Implementation of the Canada-wide Action Plan on Zero Plastic Waste is underway. Adopted by the federal, provincial and territorial governments, the plan sets out tangible actions and clear timelines to better prevent, reduce, reuse, recover, capture and clean up plastic waste and pollution in Canada, create economic opportunities to recover the value of used plastics and achieve the goal of zero plastic waste by 2030.

Work is also underway with the proposed *Single-Use Plastics Prohibition Regulation*, which will, at the national level, prohibit manufacture and import (by December 2022) and sale (by December 2023) of problematic plastics, such as straws, stir sticks, ring carriers, cutlery and checkout bags, and regulates the production of food service ware.

Provincial initiatives to address plastic waste and expansion of Extended Producer Responsibility, as well as organics diversion and food waste prevention, progressed in 2021

In addition to the work being conducted at the federal and provincial levels, municipalities within the region, through their services, policies and planning activities, are primary partners in implementing SWMPs, and play an essential role in our region achieving its solid waste goals. Actions within the SWMP involve collaboration with municipalities in many areas. A new Local Government Waste Reduction Working Group was formed in early 2022 with staff from nine jurisdictions meeting on a monthly basis.

The WSANEC Leadership Council (WLC) and CRD staff have started meeting as the WLC/CRD Solid Waste Working Group to develop a partnership agreement that addresses WLC/CRD discussions on the SWMP and Hartland Landfill.

*Financial Implications*

Solid waste services continued to be self-funded (no requisition) in 2021, with surplus funds held in reserve for future capital works, operating shortfalls and closure/post-closure work.

## CONCLUSION

The CRD's solid waste service continues to strive to maximize diversion and recovery options and minimize waste generation and disposal needs in an effort to conserve valuable air space at Hartland Landfill. Opportunities for the community to further waste reduction and diversion activity were realized in 2021, with the CRD Board endorsement of a new Solid Waste Management Plan for the region. The 2021 Solid Waste Annual Report provides an initial plan monitoring framework encompassing activities identified in the plan, and identifies the priority areas adopted for early implementation.

## RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:
That the Solid Waste Advisory Committee, in its plan monitoring role, be directed to review the 2021 Plan Monitoring Update (Appendix A – of the Solid Waste 2021 Annual Report).

| | |
|---|---|
| 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 |

## ATTACHMENT

Appendix A: 2021 Solid Waste Annual Report

APPENDIX A

Rethink waste

# 2021 Solid Waste Annual Report



CRD
Making a difference...together

Greater Victoria
British Columbia
Year ended December 31, 2021

## Territorial Acknowledgement

The CRD acknowledges that it conducts its business in the territory of the Lək̓ʷəŋən (Songhees) and Xwsepsum (Esquimalt) Nations here in the core area, the W̱SÁNEĆ Nations, including W̱JOŁEŁP (Tsartlip), BOḴEĆEN (Pauquachin), SṮÁUTW̱, (Tsawout) and W̱SIKEM (Tseycum) on the Saanich Peninsula and Gulf Islands, Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht to the west, as well as MÁLEXEŁ (Malahat) and Pune'laxutth' (Penelekut) Nations, all of whom have lived on these lands since time immemorial.



## Terms and Abbreviations

**3Rs** - Reduce, Reuse, Recycle

**5Rs** - Reduce, Reuse, Recycle, Recovery and Residual Management

**CEC** - Compost Education Centre

**CRD** - Capital Regional District

**EPR** - Extended Producer Responsibility

**ENV** - Ministry of Environment & Climate Change Strategy

**GHG** - Greenhouse Gas

**ICI** - Industrial, Commercial and Institutional Sector

**MFD** - Multi-family Dwelling

**PPP** - Packaging and Paper Products

**RNG** – Renewable Natural Gas

**SWMP** - Solid Waste Management Plan

# Organizational Overview

The Capital Regional District (CRD) delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24-member Board of Directors, the CRD works collaboratively with First Nations and all levels of government to enable sustainable growth, foster community well-being, and develop cost effective infrastructure, while continuing to provide core services to residents throughout the region.

# Table of Contents


**Overview** **2**

**Regulations and Commitments** **2**

Solid Waste Disposal 2

**Provincial Requirements** **4**

**Solid Waste Service** **7**

Waste Reduction and the 5Rs 7

Reduce and Reuse 8

Recycle 9

Recovery 12

Residuals Management 14

Communications, Outreach and Education Programs 20

**Solid Waste Management Plan** **22**

Overview 22

Principles, Goals and Targets, 22

Highlights for 2021 24

Looking Ahead to 2022 25

**Appendix A** **26**

CRD Solid Waste Management Plan – 2021 Plan Monitoring Update 26

# Overview

This report summarizes solid waste management activities undertaken by the CRD in 2021 and satisfies the annual reporting requirements associated with the CRD's SWMP.

All costs associated with the CRD solid waste service are funded through tipping and user fee revenues at Hartland Landfill, collection agreements with product producers, sale of electricity and sale of recyclables.



# Regulations and Commitments

## Solid Waste Disposal

The CRD became responsible for solid waste disposal for the region in 1973 when, at the request of the CRD Board, the Province of BC established solid waste disposal as a regional function of the CRD. In 1975, the CRD acquired Hartland Landfill and subsequently assumed direct operation of the site in 1985.

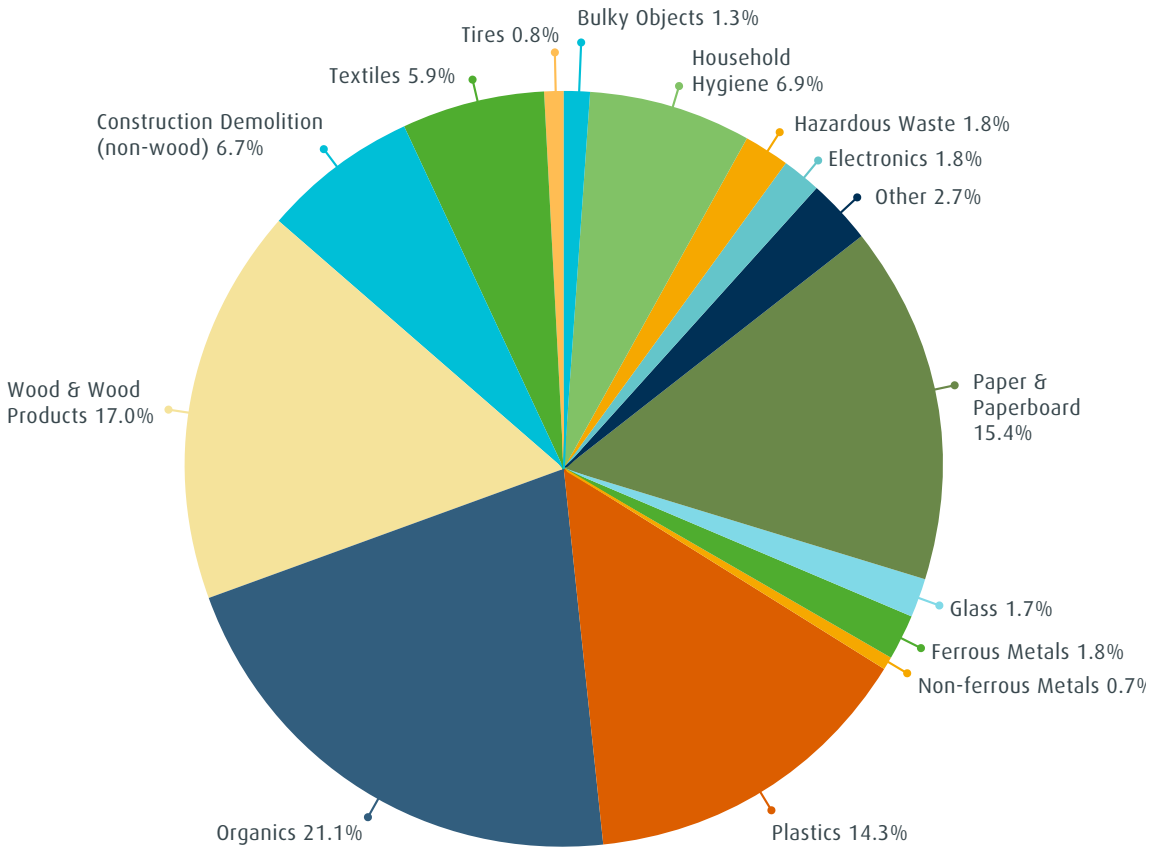
The site currently operates under a Design, Operations and Closure Plan in accordance with an Operational Certificate issued by the ENV, as well as the BC Landfill Criteria for Municipal Solid Waste. There is also a provincial authorization in place for asbestos management.

Solid waste originating from outside of Canada is managed at Hartland Landfill in accordance with the International Waste Directive under the authority of the Canada Border Service Agency and the Canadian Food Inspection Agency.

## Solid Waste Stream Composition

Since 1990, the CRD has commissioned six studies to assess the composition of waste being landfilled at Hartland. These studies provide valuable benchmark data and analysis for evaluating the success of existing solid waste programs and planning future initiatives. The most recent analysis took place in 2016, and the next study is scheduled to take place in 2022.

### 2016 Solid Waste Stream Composition Study Results





# Provincial Requirements

## Solid Waste Management Planning

The Environmental Management Act requires all regional districts in BC to develop plans for the management of municipal solid waste and recyclable materials. Solid waste management planning is a proven way to reduce the amount of solid waste requiring disposal in a region, contributing to the protection of the environment.

The original plan for the CRD was approved by the ENV in 1989. There have been two subsequent revisions to the original plan plus eight amendments.

A new SWMP for the region was endorsed by the CRD Board in May of 2021 and was subsequently submitted to the ENV for approval. The new plan includes a number of actions aimed to reduce waste disposal with a measurable target of 250 kg/capita/year by 2030. The plan also includes an aspirational goal to achieve a disposal rate of 125 kg/capita/year. See the SWMP section (page 22) for more details.

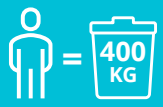
## Landfill Operating and Monitoring Requirements

Hartland Landfill is authorized through an Operational Certificate under the BC Environmental Management Act. The Operational Certificate specifies the relevant environmental legislation applicable to the site, and sets out requirements for environmental monitoring and annual reporting. Under this regulatory framework, the CRD has established a comprehensive environmental monitoring program to ensure Hartland is not impacting the surrounding environment.

## Per Capita Disposal

In 2012, the Province of BC began using per capita disposal rates as the standard solid waste metric.

Regional districts are required to report total tonnage disposed of at all landfills operating within their boundaries. In 2008, the privately owned and operated Highwest Landfill was incorporated into the CRD's SWMP at the direction of the ENV. The facility is located in the District of Highlands and primarily manages construction and demolition material generated from both within and outside of the region. In 2021, this landfill reached its approved filling capacity, stopped receiving solid waste for disposal, and is subsequently being capped while a material recovery facility continues to operate on the site. Given the rise in volumes at Hartland in the latter part of 2021, it is believed that much of the material previously being landfilled at Highwest is now being directed to Hartland for disposal.



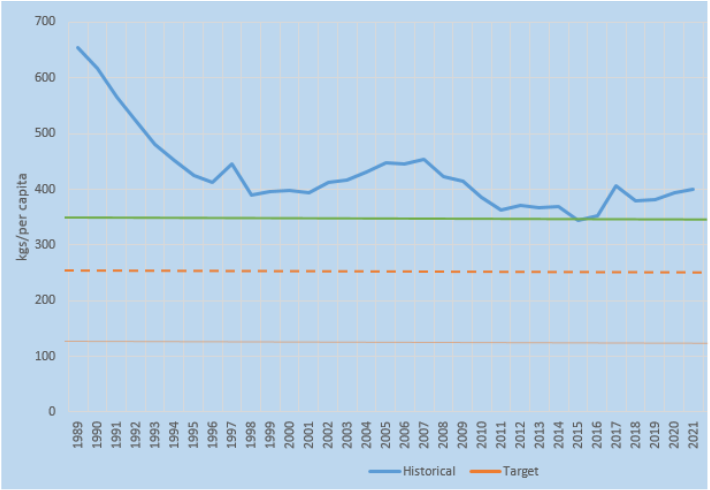

**Based on the provincial government's calculation method, the disposal rate for the capital region was 400 kg/capita in 2021.**

### General Refuse Disposal - Per Capita Disposal Rate for Capital Region

| Year | Population[1] | Hartland Landfill | | | Tervita Highwest Landfill[3] | Disposal Rate kg/ person |
|---|---|---|---|---|---|---|
| | | Received | Beneficial Use[2] | Landfilled | | |
| 2012 | 368,935 | 129,279 | n/a | 129,279 | 7,880 | 372 |
| 2013 | 371,265 | 123,210 | n/a | 123,210 | 13,025 | 367 |
| 2014 | 372,463 | 120,942 | -1,636 | 119,306 | 18,000 | 369 |
| 2015 | 377,810 | 114,476 | -2,034 | 112,442 | 18,000 | 345 |
| 2016 | 382,645 | 134,167 | -971 | 133,196 | 2,056 | 353 |
| 2017 | 392,046 | 145,285 | -917 | 144,368 | 15,000 | 407 |
| 2018 | 413,406 | 148,551 | -2,120 | 146,431 | 10,500 | 380 |
| 2019 | 418,511 | 146,544 | -1,142 | 145,402 | 14,625 | 382 |
| 2020 | 425,503 | 155,014 | -5,476 | 149,538 | 18,506 | 395 |
| 2021 | 432,062 | 167,169 | -1,013 | 166,156 | 6,730 | 400 |

*1 BC Stats*
*2 2021 tonnage decreased due to timing of material grinds and movement of material off-site*
*3 percentage of facility's total disposal in recognition of out-of-region waste being landfilled at site*

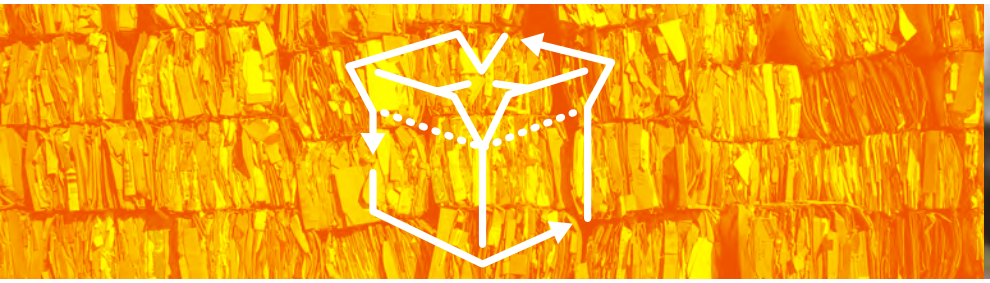
## CRD Per Capita Disposal Rate




## Extended Producer Responsibility

The BC Recycling Regulation, under the authority of the Environmental Management Act, sets out the requirements for producers of designated products to take responsibility for the life-cycle management of their products, including collection and recycling. The CRD supports the EPR model and partners with producers for the collection of their products through curbside and depot recycling programs.

| Recycling Regulation Product Category | Quantity Collected through CRD Programs (tonnes) |
|---|---|
| Beverage Container | 19 |
| Residual Producers (e.g. hazardous wastes) | 384 |
| Electronics and Electrical | 821 |
| Tires | 133 |
| Packaging and Paper Products | 21,874 |
| Total 2021 | 23,231 |







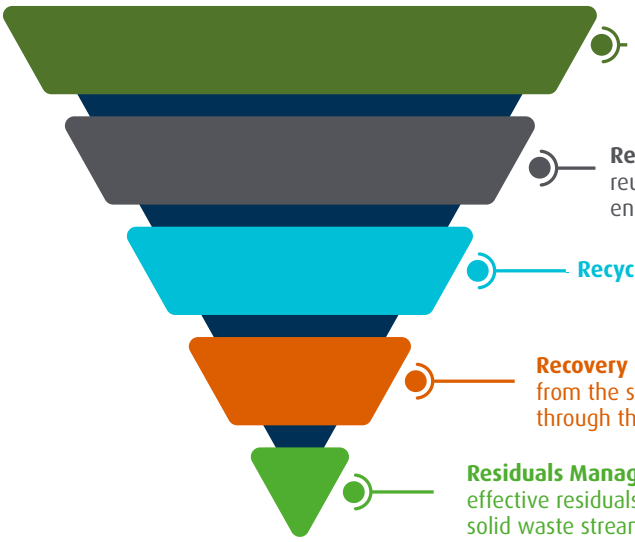

# Solid Waste Service

## Waste Reduction and the 5Rs

The roles and responsibilities for managing solid waste include a combination of government, private and non-profit sectors and consumers themselves. Consideration of the 5R hierarchy is integral for looking at opportunities to improve a solid waste management system. The order of preference is for waste management at one level to only be undertaken when all feasible options for a higher level have been explored.

The CRD views waste as a commodity, and seeks the highest and best use for these resources by applying the 5R hierarchy. The goal is to extend the life of Hartland Landfill by minimizing waste generation (reduce/reuse) and disposal needs and maximizing diversion opportunities (recycle/recovery), supporting a circular economy.

Waste reduction, reuse and recycling can reduce GHG emissions both by lowering the demand for new materials and products (reducing upstream environmental impacts), and by minimizing downstream environmental impacts, such as transporting waste over long distances and disposing of it in landfills.



**Reduce** by as much as possible the amount, or toxicity of material that enters the solid waste steam and also the impact on the environment of producing it in the first place.

**Reuse -** ensure that materials or products are reused as many times as possible before entering the solid waste stream.

**Recycle** as much material as possible.

**Recovery** of as much material and/or energy from the solid waste stream as possible through the application of technology.

**Residuals Management -** provide safe and effective residuals management, once the solid waste stream has been reduced through the application of technology.

## Reduce and Reuse

### Diversion funding for non-profit reuse organizations




Ten organizations participated in the program in 2021, receiving a total of $86,000 of funding.

### Hartland Reusable Materials Program

Partnered with five non-profit reuse organizations for the redistribution of usable textiles, bicycles and large appliances.




22 tonnes of reusable items collected at Hartland Depot in 2021

## Recycle

### Curbside Recycling

Under an agreement with Recycle BC, the CRD will provide 130,364 single-family dwellings with curbside recycling service in 2021. Residents can sign up for reminders and service alerts via the Recycle CRD app, email, voicemail or Twitter.

| | |
|---|---|
| 90K+ reminder subscriptions | 90,027 reminder subscriptions are sent out each collection cycle (12,929 new subscribers in 2021) |
| 500K+ tonnes since 1989 | Since the program inception in 1989, over 527,350 tonnes of recyclables have been collected |






## Hartland Public Drop-off Depot

Over 80 items from 28 product categories are accepted at the depot, including household hazardous waste items.

| Tonnes (2021) | Item |
|---|---|
| 336 | Appliances |
| 56 | Batteries |
| 13 | Books |
| 418 | Electronics and Electrical Items |
| 3 | Fire Extinguishers |
| 11,772 | Food Waste |
| 52 | Household Hazardous Waste |
| 11 | Light Bulbs, Tubes, Ballasts |
| 292 | Mattresses |
| 1,348 | Metals |
| 121 | Motor Oil, Filters Containers, Antifreeze |
| 263 | Paint, Solvents, Pesticides |
| 813 | Packaging and Paper Products |
| 23 | Propane Tanks |
| 19 | Refundable Containers |
| 22 | Reusable Goods |
| 133 | Tires |
| 1,579 | Yard and Garden Materials |
| 229 | Wood Waste (sent off-site) |
| 17,526 | Total |




**Partnered with Encorp Pacific to host a Return-it Express & Go station at Hartland Depot for beverage containers**

## Gulf Islands Depots

Partnered with five local community groups to provide recycling services to residents on Salt Spring, Pender, Mayne, Galiano and Saturna Islands.

900K+ tonnes residential

902 tonnes of residential Packaging and Paper Products collected in 2021

## Port Renfrew Transfer Station

Through the local service funded by the community of Port Renfrew, garbage and recyclables are received from residents and businesses.

## Organics Management

With material bans on the disposal of yard and garden material (2006) and kitchen scraps (2015) in place, the CRD provides drop-off services for source separated material at the Hartland site.

11.5K- tonnes composted

11,772 tonnes of source separated kitchen scraps received and transferred for composting in 2021

1.3K+ tonnes yard waste

1,389 tonnes of yard and garden material were received and either ground for use on-site or transferred for composting in 2021



## Recovery

### Hartland Landfill Gas Capture and Utilization

Landfill gas is produced from decomposing garbage. This gas is mainly made up of carbon dioxide and methane. Methane is an energy source, but is also a GHG. It is flammable and explosive in certain concentrations, which is why it needs to be controlled.

Landfill gas is collected at Hartland using a network of wells and pipes that were first installed in the early 1990s and are expanded on a regular basis. Between 1991 and 2003, the gas collected was burned using a flare to reduce GHGs. In 2003, a landfill gas-to-electricity plant was built next to the flare station to utilize the methane in the landfill gas to produce electricity.






1,600 homes powered

**The electricity produced is fed into the existing BC Hydro distribution system on site. The facility produces close to 1.6 megawatts of green power — enough electricity to supply about 1,600 homes.**

In 2012, a site-specific Landfill Gas Management Plan was approved, which detailed a strategy for capturing landfill gas and meeting collection targets set by the ENV, and is regulated under the Landfill Gas Management Regulation. The plan includes installation, operation and maintenance of collection infrastructure and routine reporting.




50% less

**Collection infrastructure continues to be installed in accordance with the plan, and GHGs have been reduced by more than 50% since 2011.**

Efforts to optimize the landfill gas collection and increase collection efficiency continued into 2021, and included wellfield optimization efforts to reduce nitrogen and increase methane concentrations, and activation of key wells to improve gas collection and reduce fugitive emissions.

71% EVN

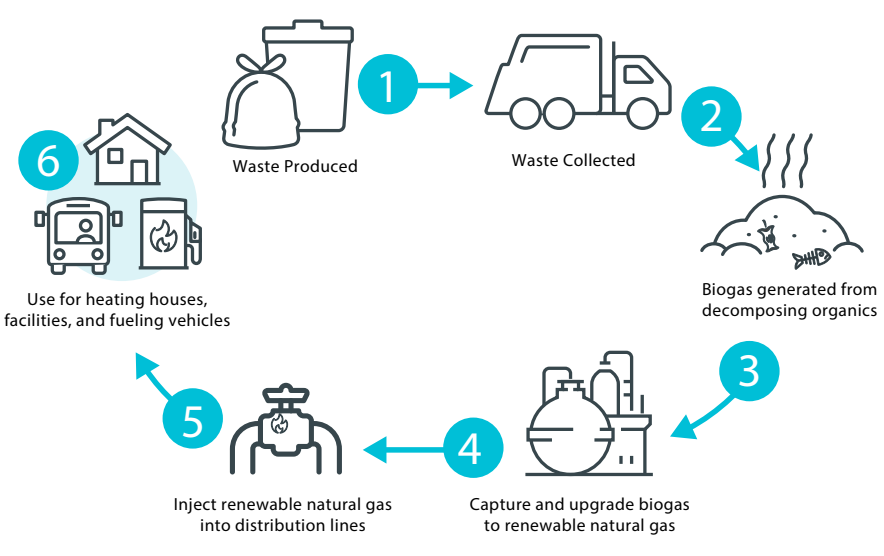
**Collection efficiency for 2021 was 71%, using the required Ministry of Environment & Climate Change Strategy model.**

In 2022, additional strategies will be implemented to improve landfill gas collection and mitigate fugitive emissions, including use of engineered biocover systems to mitigate fugitive emissions.

## Future of Gas Utilization

With the volume of landfill gas exceeding the electric conversion plant's operating capacity, and the equipment reaching the end of life, the CRD is pursuing a system that will upgrade landfill gas to RNG (a carbon-neutral form of biogas) for sale to FortisBC.

Blending seamlessly with conventional natural gas, RNG is carbon-neutral energy made by capturing and upgrading the biogas released from decomposing organic waste in the landfill.




Hartland Landfill Renewable Natural Gas

264K tonnes

greenhouse gas emissions reduced for 25 years

=

2,240

cars removed from the road for 25 years

Converting the biogas generated at Hartland Landfill to RNG will reduce our region's emissions by approximately 264,000 tonnes of carbon dioxide over the project's life—the equivalent to removing 2,240 cars from the road.

A lifecycle GHG assessment found that decommissioning the electricity plant, a facility nearing the end of its life, and building a new RNG facility at Hartland Landfill is a more effective, beneficial use of this resource from a climate change perspective.

The CRD and FortisBC have executed a supply contract approved by the British Columbia Utilities Commission in 2021. The CRD will continue to be responsible for the ownership and operation of the Hartland Landfill, the landfill gas collection system and the upgrade facility. FortisBC will pay a fixed price per gigajoule for the RNG, and will be responsible for the costs associated with injecting it into the natural gas distribution system. The CRD expects the RNG facility to be operational in 2023.

## Residuals Management

Hartland Landfill is a multi-purpose site that, in addition to landfill services for general refuse and controlled waste, provides drop off for source-separated recycling, EPR products, compostables and household hazardous waste at the Hartland Depot.

### Landfilling

Disposal of materials in a landfill is the least preferred management option in the waste management hierarchy. However, landfilling of materials that cannot practicably be removed from the waste stream through reduction, reuse, recycling or recovery is an essential component of the solid waste management system.

The municipal solid waste generated in the region is landfilled at Hartland using the advanced terracing method. This technique enables the management of surface runoff and leachate flow, and control of long-term settlement. It consists of advancing the filling area with vehicular access provided atop the preceding day's refuse. A landfill compactor is used to grade and compress refuse while maintaining the desired slope at a constant width.

### TOTAL REFUSE BY TYPE (tonnes)

| Type of Waste Declared | 2020 | 2021 | % Change |
|---|---|---|---|
| General Refuse | 149,538 | 166,156 | 11% |
| Controlled Waste | 13,207 | 19,920 | 51% |
| Asbestos Containing Material | 3,093 | 4,134 | 34% |
| **Total** | **165,838** | **190,210** | **15%** |

A minimum compaction target of 850 kg/m$^3$ is set for general refuse landfilled at Hartland.

## Landfill Disposal Rates

Landfill tipping fees support user pay and provide a financial incentive to reduce the quantity of solid waste being brought to the landfill for disposal. The tipping fee structure for 2021 included:




## Controlled and Demolition Wastes

Landfilling of certain waste streams creates a potential nuisance, health and safety issues and environmental concerns beyond those expected from regular household refuse. These material streams are classified as controlled waste at Hartland, as they require special handling to protect the health and safety of employees and customers and to minimize nuisance, odours, and scavenging by wildlife.

Accepted for disposal with a permit:

- Asbestos-containing material
- Controlled waste (e.g., sewage sludge, condemned food, animal carcasses)
- Clean demolition waste (commercial)
- Renovation waste (residential)



The risks associated with these regulated wastes vary and so each type is managed differently. These wastes require permits and usually an appointment for disposal. The number of permits issued has been increasing annually since 2013.

Controlled waste, such as sewage sludge, condemned food and animal carcasses, is landfilled in trenches dug in completed waste lifts and covered daily with chipped wood waste,

aggregate or clay to reduce odours. Asbestos is landfilled in segregated areas of the site and is covered daily with aggregate or soil.

### Landfill Material Restrictions

Landfill restrictions have been part of the CRD waste diversion strategy since 1991 and are only implemented when viable and sustainable recycling alternatives exist.

### Banned from garbage disposal:

- Aggregate, clean soil, rubble
- Asphalt road material and concrete
- Biomedical waste
- Corrugated cardboard *
- Drywall
- Fire extinguishers *
- Hazardous wastes (including empty containers)
- Ignitable wastes
- Kitchen scraps (food waste and soiled paper products) *
- Mixed paper (paper fibres) *
- Motor vehicle bodies and farm implements
- Newspaper *
- PCBs (Polychlorinated Biphenyls)
- Propane tanks *
- Radioactive wastes
- Reactive wastes
- Scrap metal *
- Waste that is on fire or smoldering
- Yard and garden material *
- EPR products *
  - beverage containers
  - lead acid batteries
  - PPP (residential only)
  - paint
  - pharmaceuticals (not accepted at Hartland)
  - solvents and flammable liquids, gasoline and pesticides
  - tires
  - used lubricating oil, filters, containers and antifreeze
  - electronics and electrical
  - batteries
  - cell phones
  - electronic equipment and devices
  - information, technology and telecommunications equipment
  - lamps, bulbs and lighting equipment
  - large appliances
  - outdoor power equipment
  - small appliances, tools, sports and hobby equipment
  - smoke and carbon monoxide alarms
  - thermostats

** Indicated materials accepted at Hartland Depot*

## Bylaw Enforcement

CRD Bylaw 3881 (Hartland Landfill Tipping Fee and Regulation Bylaw) regulates activities at the Hartland site. CRD bylaw enforcement officers and landfill staff ensure Hartland customers adhere to site regulations.

**In 2021, 60 written warnings and 416 enforcement tickets were issued primarily related to prohibited items in garbage**

## Landfill Reforestation

The long-standing vision for the Hartland site is to restore the land to a condition that will blend in naturally with the surrounding forest. Planting of native species began in 2004 and includes Douglas Fir, Big Leaf Maple and Red Alder, as well as ocean spray, Indian plum and mock orange.

Invasive species are removed annually throughout the site. These areas are maintained through an annual invasive species removal to encourage the growth of new plant species and protect those already established. New plants were protected with deer fencing and areas equipped with temporary irrigation after invasive species removal.

35K trees

**Closed areas rehabilitated with over 35,000 indigenous trees and shrubs planted to date.**



## Landfill Capital Works

Each year, the CRD invests approximately $3 million in landfill construction and improvements, including rock excavation and crushing, leachate collection, gas collection and utilization infrastructure, environmental controls, roads and other site improvements. In 1997, Phase 1 of the landfill site was closed and the filling of Phase 2 (Heal Basin) was initiated. It is expected that Phase 2 will continue to receive landfill materials until about 2047, at which time it will have reached its current design capacity.

In 2019, a new Landfill Master Filling Plan was finalized that optimizes site capacity, maximizes gas and leachate collection, and other environmental management systems.



## 2021 Engineering Achievements Include:

- Project management for the landfill's heavy equipment services
- The annual installation of new combined gas/leachate collection infrastructure
- Paving for dust control and improved stormwater management
- Completion of two new weigh scales plus design and tender for a new scale building at Hartland North
- Preparation of a new landfilling cell to receive garbage in the future
- Construction of a new water main on the landfill property
- Completion of twin RNG gas pipes from Hartland Landfill to the Residual Treatment Facility
- Additional tree planting and hydro-seeding of closed landfill areas
- Reconfiguration of existing gas and leachate collection pipes to expand Cell 3 garbage volume
- Assist Residual Treatment Plant commissioning activities with safe sewer cake disposal
- Gravel stockpile development works in the Northeast corner for landfill operation needs
- Planning and design of kitchen scraps transfer station
- Planning and technical studies for the RNG Facility
- Planning and design of fibre optic cable installation – connecting Hartland North Scale Building

## Environmental Monitoring

Extensive engineering controls are in place at Hartland to prevent or reduce landfill-related impacts on groundwater, surface water and air. The effectiveness of these controls is assessed through the CRD's environmental monitoring program. Monitoring is conducted in accordance with all regulatory requirements, including the Operational Certificate and the BC Contaminated Sites Regulation. Groundwater and surface water is regularly monitored at over 150 stations both on and off the landfill site.

Groundwater water quality monitoring data obtained in 2020/2021 was similar to previous years and indicated that landfill leachate continues to be effectively contained and controlled on-site. Surface water monitoring in 2020/2021 indicated that nearby surface water bodies, Tod Creek, Durrance Creek, Durrance Lake and Killarney Lake, are not impacted by leachate. Leachate quality monitoring confirmed that leachate discharged from the site was in compliance with CRD Bylaw 2922 (Sewer Use Bylaw), which regulates discharges to the sanitary sewer.

Landfill gas monitoring confirmed that the landfill gas collection system worked effectively to control emissions. Landfill gas infrastructure continues to be installed as part of a long-term gas management plan.



## Communications, Outreach and Education Programs

A number of communications, education and outreach programs are used to support the 5R hierarchy and promote awareness and participation in waste reduction, diversion and disposal services.

### Information phone line and email, as well as robust website resources

- Infoline - received 21,863 calls and 3,932 emails
- Myrecyclopedia.ca directory received 353,431 visits
- Ready, Set, Sort! received 7,528 gameplays

### Curriculum-linked educational workshops and tours for students from Kindergarten to Grade 12

- Delivered six 3Rs school programs to 173 participants.
- Debuted the first Hartland Landfill live-streamed virtual tours for schools on Earth Day (April 22, 2021). Two live-streamed virtual tours were delivered to 57 registered classes with approximately 1,000 participants.

### Adult educational programs and tours

- Deliver three 3Rs presentations and tours to 83 participants
- Delivered three technical tours to 104 participants

### Seasonal, research-based public education campaigns and instructive materials. Topics for 2021 included:

- End markets for recyclable materials
- Illegal dumping prevention
- Curbside glass separation
- Safe household hazardous waste disposal
- Love Food, Hate Waste
- Waste Reduction Week
- Holiday season waste reduction

### Active media relations to support public awareness of solid waste programs and opportunities

- Curbside Blue Box Recycling Program
- CRD Board approved the new SWMP
- Waste Reduction Week

### Funding to support groups conducting clean-up events in the community

- In 2021, the CRD provided funding for nine projects in the community.

### Partnership with the Greater Victoria Compost and Conservation Education Society

- The CEC communicated with 565,770 residents, and ran 95 community workshops/ learning events with 3,959 residents participating.
- The CEC also delivered 153 school programs to 3,149 preschool to Grade 12 students and their guardians or teachers.






# Solid Waste Management Plan

## Overview

The CRD has spent the last several years developing a new SWMP to reduce how much material is sent to Hartland Landfill and guide how the region's solid waste is managed in a safe, secure and sustainable way now, and in the future.

In 2021, the CRD Board approved a new SWMP for the region and has submitted it to the Province of BC for approval.

The final Plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond.

## Principles, Goals and Targets

### Guiding Principles

1. Promote zero-waste approaches and influence others in support of a circular economy;
2. Promote the first 3Rs (Reduce, Reuse and Recycle);
3. Maximize beneficial use of waste materials and manage residuals appropriately;
4. Support polluter-pay and user-pay approaches and manage incentives to maximize positive behaviour outcomes;

5. Prevent organics, recyclables and household hazardous waste from going into the garbage, wherever practical;
6. Collaborate with other jurisdictions, wherever practical;
7. Develop collaborative partnerships with interested parties, both within and outside of the CRD, to achieve regional targets set in plans; and
8. Level the playing field within regions for private and public solid waste management facilities

## Plan Goals and Targets

The Province's guidelines for solid waste management planning require SWMPs to have goals and targets. Goals are the long-term aims to be achieved as an outcome of the plan. A goal may be achieved within the timeframe of this plan, but a goal may also be aspirational; something for the CRD to strive for beyond the timeframe of this plan. Targets are a way of measuring the plan's progress and have clear timelines.

### Goals:

1. To surpass the provincial per capita waste disposal target (350kg/capita/year) and aspire to achieve a disposal rate of 125 kg/capita/year;
2. To extend the life of Hartland Landfill to the year 2100 and beyond;
3. To have informed citizens that participate effectively in proper waste management practices; and
4. To ensure that the CRD's solid waste services are financially sustainable.

### Targets:

1. By the end of the 3rd year of this plan, the CRD's per capita disposal rate will be 340 kg or less.
2. By the end of the 5th year of this plan, the CRD's per capita disposal rate will be 285 kg or less.
3. By the end of the 10th + year of this plan, the CRD's per capita disposal rate will be 250 kg or less.

**Subsequently, 72 actions (see Appendix A) were developed based on the following objectives:**

- Improve participation in waste reduction activities and diversion services
- Decrease contamination levels in waste streams
- Facilitate processing and markets for organics, recyclables and wood waste, as appropriate
- Maximize local solid waste disposal capacity
- Establish a long-term sustainable financial model for the CRD's solid waste service

As the management of unwanted materials is a shared responsibility, successful implementation of the SWMP will require involvement from the entire community, including residents, businesses, institutions, First Nations, municipalities and non-profits associations, as well as the local waste management industry.

## Highlights for 2021

Following CRD Board endorsement of the SWMP and submission of the plan to the Province, six priority areas for the first three years of implementation, and a short-term work plan was prepared.

1. **Targeted material stream diversion** – Develop new programming and tools to reduce the four largest waste streams (wood waste, organics, paper and plastic) being landfilled.
2. **MFD/ICI strategy** – Build on success with SFD sector to address the 53% of waste stream generated by multi-family and ICI sectors.
3. **Municipal collaboration** – Partner with local governments to develop programming, regulations and bylaws within municipal authority that will incent diversion.
4. **Community grant program** – Provide support for community based initiatives.
5. **Technology research** – Continue to research, investigate and report out on emerging waste management technologies.
6. **Waste flow management** – Investigate policies to control movement of recyclables and waste material generated in the region.

A summary of 2021 activity is listed below. Further details and a complete list of the SWMP actions can be found in Appendix A – 2021 Plan Monitoring Update.

- Board endorsement of the SWMP and submission to the Province of BC
- Hiring for two new positions to support communications and new initiatives
- Piloting a live-streamed, virtual tour of Hartland for 1,000 students
- Expansion of reusable items collection at Hartland Depot to include appliances
- Partnered with Return-it to host an Express & Go station at Hartland Depot for beverage containers
- Expansion of on-site beneficial use of source separated material streams

## Looking Ahead to 2022

- Solid Waste Stream Composition Study
- Finalization of MFD market analysis
- Development of supports to increase diversion activity from the ICI sector
- Establishment of a Local Government Waste Reduction Working Group
- Launch of Rethink Waste Community Grant
- Advancement of policy options regulating waste flow
- Adjustment to tipping fee structure for Hartland Landfill
- Investigation into expansion of material bans from landfill
- Implementation of off-site beneficial use for source separated material streams





# Appendix A

## CRD Solid Waste Management Plan – 2021 Plan Monitoring Update

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #1 Continue and enhance education programs** | | | |
| 1A. | Ensure ongoing, up-to-date promotion and education resources to enable effective participation in CRD programs and initiatives | Ongoing focus area | • New CRD communications liaison position hired August 2021<br>• New CRD solid waste initiatives position hired January 2022<br>• Sponsorship of 2021 Ecostar Awards<br>• Debuted live-streamed virtual tour of Hartland Landfill for schools (April 2021, 52 classes, 1,000 students)<br>• Initiated MFD market research project to inform future education and engagement strategies<br>• Created CRD Educators e-newsletter to expand reach and promotion of 3Rs school programs (the first issue released February 2022)<br>• Participation in Coast Waste Management Association Communications/Educators Working Group |
| 1B. | Incorporate behaviour change components, wherever possible, using a variety of education and communication strategies and tools | Future focus area | |
| 1C. | Expand and prioritize education programs for the multi-family and ICI sectors | Short-term focus area | |
| 1D. | Enhance the K-12 school program to include concepts of zero waste and the circular economy | Future focus area | |
| 1E. | Collaborate with stakeholders on education campaigns (in partnership with First Nations communities, municipalities and product stewards) | Ongoing focus area | |
| 1F. | Continue supporting environmental stewardship recognition | Ongoing focus area | |
| 1G. | Continue to engage residents on solid waste matters; using the appropriate level of consultation | Ongoing focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #2 Encourage waste prevention** | | | |
| 2A. | Promote less consumption and advocate for consumer responsibility | Future focus area | • Reduce/Reuse webpage and resources added to the website<br>• In October 2021, the CRD promoted Waste Reduction Week with daily social media posts, press releases and Hartland Landfill tours.<br>• CRD Waste Reduction Grant – pilot, launched in January 2022<br>• The Province of BC granted municipal authority for regulating the distribution of single-use items<br>• Proposed Federal Single-Use Plastics Regulation for 2022-2023 – straws, stir sticks, ring carriers, food service ware, cutlery, check out bags<br>• Participation in the Coast Waste Management Association's single use plastics working group |
| 2B. | Establish a community-based waste reduction grant program | Short-term focus area | |
| 2C. | Support municipal, provincial and federal single-use item reduction efforts | Ongoing focus area | |
| 2D. | Promote sustainable and/or packaging-free purchasing options | Future focus area | |
| 2E. | Advocate provincially and federally to limit or eliminate the manufacturing, distribution or sale of single-use items and non-recyclable materials | Future focus area | |
| 2F. | Advocate provincially and federally for sustainable product and packaging design | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #3 Support reduction of avoidable food waste** | | | |
| 3A. | Continue to support residential food waste reduction through campaigns and composting promotion | Ongoing focus area | • Renewed a three-year contract with the national Love Food Hate Waste (LFHW) campaign.<br>• Fall LFHW education campaign, which featured bus shelter ads, radio sponsorship, social media contests, local print and digital media ads.<br>• The CRD staff worked in collaboration with Saanich to design LFHW branded signs for its municipal garbage trucks.<br>• Focused the annual Make Memories, Not Waste campaign for 2021 on reducing the amount of holiday kitchen waste produced. Advertorials were written for Victoria Buzz, Used Victoria and BlackPress Impress, as well as weekly social media posts throughout December.<br>• Provided $93,338 in funding to the CEC to deliver a wide variety of programs about composting and gardening in the capital region. |
| 3B. | Continue to encourage the donation of edible food and support food recovery organizations | Ongoing focus area | |
| 3C. | Advocate for regulations that support avoiding food waste | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #4 Support reuse activities in the region** | | | |
| 4A. | Continue to provide funding to non-profits to help offset garbage tipping fees for unusable donated items | Ongoing focus area | • Provided $86,000 of funding to non-profit reuse organizations<br>• Participated in Restore donation event<br>• Expand reusable items collection at Hartland Depot to include appliances for Restore |
| 4B. | Continue to support and promote donations to reuse establishments | Ongoing focus area | |
| 4C. | Support reuse, renting and sharing programs and other materials exchange activities | Ongoing focus area | |
| 4D. | Investigate free store at Hartland or other facilities | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #5 Support local governments in working towards zero waste and a circular economy** | | | |
| 5A. | Develop model language for bylaws, best practices, official community plans, and economic development strategies for use by local municipalities using research and collaboration to guide this process | Future focus area | • Established a Local Government Waste Reduction Working Group with the first meeting to take place in February 2022 |
| 5B. | Work with local municipalities to identify the need for solid waste facilities and zoning for waste management activities | Short-term focus area | |
| 5C. | Use policy tools to enable local recycling infrastructure | Future focus area | |
| 5D. | Investigate 'pay-as-you-throw' principles to use as tools to incent less waste disposal | Future focus area | |
| 5E. | Investigate the use of clear bags for garbage or recyclables collection to encourage proper recycling of materials, where practicable and enforceable | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Reduce & Reuse Strategies** | | | |
| **Strategy #6 Continue and enhance policy development** | | | |
| 6A. | Develop model procurement policies for use by local governments, non-profits, etc. | Future focus area | • Identified as a priority, staff are exploring the diversion of specific material streams from the landfill through regulations and service changes. |
| 6B. | Continue to expand material bans when viable alternatives exist | Short-term focus area | |
| 6C. | Investigate licensing waste management facilities in the region to encourage transparency, consistency, and a requirement that all facilities protect public health and the environment | Short-term focus area | |
| 6D. | Investigate regulatory mechanisms to manage municipal solid waste and recyclable materials in the region | Short-term focus area | |
| 6E. | Investigate options for debris from extreme weather | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #7 Increase residential diversion** | | | |
| 7A. | Continue to promote the diversion of recyclable materials (including organics), ensuring that education strives to minimize contamination in these streams | Ongoing focus area | • Conducted an education campaign to reduce the amount of co-mingled glass in the residential recycling stream.<br>• On November 18, 2021, the Hartland Express & Go station opened at Hartland's recycling depot. With a collaboration between the CRD and Return-It, residents now have the opportunity to receive a refund for beverage containers at Hartland |
| 7B. | Collaborate with municipal and private sector service providers to support depot diversion efforts in the region for non-curbside materials | Short-term focus area | |
| 7C. | Encourage local processing and markets for residential recyclables | Future focus area | |
| 7D. | Develop tools, such as a guide, to support event recycling | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #8 Increase multi-family diversion** | | | |
| 8A. | Allocate resources to support MFD recycling, for example, by developing standardized education materials | Short-term focus area | • New CRD solid waste initiatives position hired in January 2022 |
| 8B. | Work with local governments and private sector service providers to develop MFD waste source separation requirements | Short-term focus area | |
| 8C. | Develop policy guidelines and recommendations for recycling, composting and garbage space and access in MFD developments | Future focus area | |
| 8D. | Collaborate with stakeholders (e.g. private haulers, property managers) to implement support for MFD recycling | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #9 Increase diversion from industrial, commercial and institutional (ICI) facilities** | | | |
| 9A. | Allocate resources to increase ICI diversion, for example, a business waste reduction liaison | Short-term focus area | • New CRD solid waste initiatives position hired in January 2022<br>• Province has listed 'Evaluating opportunities and policy options for ICI materials in their EPR Five-Year Action Plan 2021-2026<br>• National Zero Waste Council has published a Circular Economy Business Toolkit |
| 9B. | Advocate to expand the packaging and paper product EPR program to the ICI sector | Ongoing focus area | |
| 9C. | Create a business waste reduction toolkit, including education about how to apply circular economy principles | Future focus area | |
| 9D. | Encourage municipalities to require waste management plans with business licenses | Future focus area | |
| 9E. | Develop a policy guide for ICI waste management space and access requirements | Future focus area | |
| 9F. | Work with local governments and private sector service providers to develop ICI waste source separation requirements | Short-term focus area | |
| 9G. | Investigate shifting disposal ban enforcement to the ICI generator rather than hauler | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #10 Support existing and new extended producer responsibility (EPR) programs** | | | |
| 10A. | Advocate to the Province to expand EPR programs | Ongoing focus area | • Province has listed a number of products in their 2021-2026 action plan for EPR expansion, including mattresses, propane tanks, fire extinguishers and additional battery types (EPR Five-Year Action Plan)<br>• The province is working with other jurisdictions toward national EPR consistency |
| 10B. | Collaborate with stewards to increase consumer awareness about EPR programs | Ongoing focus area | |
| 10C. | Advocate for increased return-to-retailer opportunities | Ongoing focus area | |
| 10D. | Advocate federally to standardize EPR programs across Canada | Ongoing focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #11 Increase organics diversion and processing capacity** | | | |
| 11A. | Continue to promote organics waste diversion | Future focus area | • Increased kitchen scraps tipping fee to $140 per tonne |
| 11B. | Continue to utilize existing private sector organics processing capacity and seek to develop a facility at the Hartland site should processing capacity not meet the region's requirements | Future focus area | |
| 11C. | Support compost markets by purchasing back materials | Future focus area | |
| 11D. | Collaborate with service providers and users to develop guidelines for the use of compostable products and packaging | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #12 Increase construction, renovation and demolition (CR&D) material diversion** | | | |
| 12A. | Develop a comprehensive strategy, including characterization of materials, best practices, and pilot projects | Future focus area | • Identified as a priority, staff are exploring the diversion of specific material streams from the landfill through regulations and service changes<br>• Participation in the Coast Waste Management Association's construction and demolition working group |
| 12B. | Develop educational tools to support CR&D material diversion (e.g., create an industry toolkit, a deconstruction guide, and/or guidelines for diverting and utilizing reused materials) | Future focus area | |
| 12C. | Promote green building standards | Future focus area | |
| 12D. | Continue collaboration with local governments to develop and use policy tools to maximize diversion and to align management plans (e.g., construction permits, building codes) | Future focus area | |
| 12E. | Investigate beneficial uses of CR&D waste, including a clean wood waste ban | Short-term focus area | |
| 12F. | Investigate banning or surcharging mixed CR&D loads at the landfill to encourage source separation | Short-term focus area | |
| 12G. | Further, develop programs for managing hazardous materials (e.g., asbestos) | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recycling Strategies** | | | |
| **Strategy #13 Encourage proper public space waste management activities** | | | |
| 13A. | Develop educational materials to prevent and reduce litter and abandoned materials in our neighbourhoods and public spaces | Future focus area | • Supported District of Saanich's campaign to reduce illegal dumping activity |
| 13B. | Continue promoting alternatives to abandoned materials and illegal dumping by educating about proper management and disposal | Ongoing focus area | |
| 13C. | Collaborate with stakeholders, including local governments and private sector facilities, to develop a regional approach to the prevention of illegal dumping | Future focus area | |
| 13D. | Investigate developing regionally-aligned litter bylaws | Future focus area | |
| 13E. | Develop and pilot methodologies to 'observe, record, and report' on abandoned materials and illegal dumping incidents throughout the CRD | Future focus area | |
| 13F. | Investigate options for large bulky item disposal, (e.g. free drop-off days or large item pick-up days) | Future focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recovery & Residuals Management Strategies** | | | |
| Strategy #14 Optimize landfill gas management | | | |
| 14A. | Continue to maximize and optimize the capture of landfill gas for beneficial use | Ongoing focus area | • Analysis to optimize landfill gas management is underway in conjunction with the RNG initiative |
| 14B. | Investigate collaboration opportunities with educational institutions to research new beneficial uses and technologies | Short-term focus area | |

| Strategies and Actions | | Timing | Update |
|---|---|---|---|
| **Recovery & Residuals Management Strategies** | | | |
| Strategy #15 Enhance Hartland disposal capacity | | | |
| 15A. | Review Hartland tipping fee structure and ban enforcement levels, subject to recycling market conditions | Short term focus area | • The opportunity to use beneficially on site material streams previously being directed to active face is underway. Unusable books are being shredded and used to displace rock as cover material for some areas. |
| 15B. | Continue to operate Hartland Landfill using best practices | Ongoing focus area | |
| 15C. | Develop design options to maximize the disposal capacity of Hartland Landfill to 2100 and beyond | Future focus area | |
| 15D. | Continue to conduct research, investigate and report out on emerging waste management technologies | Short term focus area | |




Capital Regional District

625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

www.crd.bc.ca
Twitter: @crd_bc
Facebook: Capital Regional District

Making a difference...together

**REPORT TO FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** **CRD 2021 Audit Findings Report and Statement of Financial Information**

## ISSUE SUMMARY

To approve the Capital Regional District (CRD) 2021 Statement of Financial Information (SOFI) and receive the 2021 Audit Findings Report for information.

## BACKGROUND

The *Local Government Act* and the *Community Charter* require local governments to prepare financial statements each calendar year in accordance with Generally Accepted Accounting Principles and Canadian Public Sector Accounting Board (PSAB) standards. In addition, the statements must be independently qualified by an auditor.

The financial statements, along with the annual filing of the Local Government Data Entry (LGDE) form, must be submitted to the Inspector of Municipalities and available for public viewing by May 15. The Statement of Financial Information and the annual report must be completed by June 30 annually.

With the annual audit complete, and in alignment with PSAB regulations, management has prepared the required five statements with explanatory notes:

1. Statement of Financial Position
2. Statement of Operations
3. Statement of Change in Net Debt
4. Statement of Remeasurement Gains and Losses
5. Statement of Cash Flows

In addition, the 2021 Consolidated Statements of Financial Information (Appendix A) include:

1. Schedule of Remuneration and Expenses – Employees
2. Schedule of Remuneration and Expenses – Directors & Alternate Directors
3. Schedule of Remuneration and Expenses – Committee & Commission Members
4. Schedule of Remuneration and Expenses – Project Board Members
5. Statement of Severance Agreements
6. Schedule of Payments to Suppliers for Goods and Services
7. Schedule of Guarantee and Indemnity Agreements

To complete the financial package the following appendices are also included:

B. Unaudited statements that present long term debt, reserve and financial statements for each service
C. Analysis of the Statement of Change in Net Debt, Statement of Remeasurement Gains and Losses, and Statement of Cash Flows
D. Canadian Municipal Governments Credit Rating Methodology used to measure the CRD

E. Financial indicator analysis on the 2021 CRD results
F. The 2021 Audit Findings Report from KPMG

The Audit Findings Report summarizes responsibilities of the auditor, scope of work, and audit results. The report also confirms there were no significant changes in the audit approach from the Audit Planning Report presented to the Board on January 5, 2022, and the audit findings confirm the financial statements present fairly, in all material respects, the financial position of CRD as at December 31, 2021.

## ALTERNATIVES

*Alternative 1*
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.

*Alternative 2*
That the Capital Regional District 2021 Statement of Financial Information be referred back to staff for additional information.

## IMPLICATIONS

*Financial Implications*

### Audit Findings Report

The Auditor's opinion is included as part of the Independent Auditors' Report within the financial statements (Appendix A).

The Audit Findings report (Appendix F) provides the results of their audit, and further discusses areas of focus identified in the Audit Planning Report presented to Board on January 5, 2022. Also included in the report is a summary of uncorrected adjustments on pages 11 and 22. Adjustments made during the course of audit field work are a result of both findings by management and KPMG through various reconciliation and testing activities.

Adjustments may remain uncorrected when an element of uncertainty exists and/or the adjustment has a material impact on accounting activities in a defined period but not considered to have an impact on decision making. All uncorrected adjustments are below the materiality threshold determined by the auditor. KPMG concurs with management's assessment of year-end adjustments.

### Financial Statements

The Consolidated Statement of Financial Position and the Consolidated Statement of Operations form the basis of the audited financial statements and are similar to the Balance Sheet and Income Statement in private organizations.

The Capital Region Housing Corporation (CRHC) financials are consolidated in the CRD financial statements, as required by PSAB Standards.

## HIGHLIGHTS

### 1. Consolidated Statement of Financial Position

The Statement of Financial Position highlights the following four key elements that together describe the financial status of the organization:

a. Financial Assets and Liabilities (cash resources and obligations)
b. Net Debt position (calculated as the difference between financial assets and liabilities)
c. Non-financial assets that are held for service provision (such as tangible capital assets), and
d. The accumulated surplus (referred to as equity in private organizations).

### Financial Assets

Financial assets are non-physical assets whose value is derived from a contractual claim. The financial assets as of year-end consist of cash, investments, accounts receivable and debt recoverable from member municipalities. Total financial assets were $603.0 million as of year-end, an increase of $54.5 million or 10% from prior year. Table 1 summarizes financial assets as of December 31 with comparative changes year over year:

**Table 1 – Change in Financial Assets Year over Year ($ millions)**

| Description | 2021 | 2020 | $ Change | % Change |
|---|---|---|---|---|
| Cash and Cash Equivalents | 144.1 | 176.9 | (32.8) | (19%) |
| Investments | 213.5 | 185.7 | 27.8 | 15% |
| Accounts Receivable | 55.8 | 35.0 | 20.8 | 59% |
| Member & Third Party Debt | 185.5 | 146.9 | 38.7 | 26% |
| MFA Debt Reserve Fund | 4.1 | 4.0 | 0.1 | 2% |
| **Total Assets** | **$603.0** | **$548.5** | **$54.5** | **10%** |

Cash and cash equivalents include cash on hand, bank deposits and cashable investments. The balance decreased in 2021 by ($32.8) million ($176.9 million to $144.1 million). Further detail on changes in cash are discussed in Appendix C: Other Financial Statement Analysis, under Consolidated Statement of Cash Flows.

Investments include short ($149.9 million) and long term holdings ($63.6 million). Investments increased compared to 2020 by $27.8 million consistent with savings targets set within each service. The year-end investment balance will vary depending on timing of operational cash needs.

Accounts receivables are due through the normal course of business. The balance at year-end will vary as a result of the timing of invoicing and payments. The increase of $20.8 million, or 59% from prior year, was due to a federal grant receivable outstanding at year-end of $36.2 million relating to the Residuals Treatment Facility offset by a prior year Wastewater Treatment Plant (WTP) federal grant receivable of $17.0M that was collected during the year.

In the financial statements, debt recoverable from member municipalities and other third parties represents the amounts due from other organizations for their MFA financing obligations. New for 2021 is debt obligations from the Vancouver Island Regional Library (VIRL) related to a new

building. As the CRD flows payments through to the MFA, a liability equal to the receivable is also recorded, resulting in no impact on CRD's net debt position. Of the total $185.5 million due, $179.5 million from member municipalities and $6 million from the VIRL. Member municipality debt increased by $32.7 million or 22%, consisting of $45.4 million in additional borrowing offset by ($12.7) million of repayments, resulting in a year-end balance of $179.5 million.

The debt reserve fund is the amount held by the MFA as security for debt obligations issued to the District. These amounts are refundable, with interest upon debenture maturity. Cash deposits of $4.1 million (excluding member municipalities) are presented as a receivable on the financial statements. This balance changes in alignment with debt issues and maturities.

**Liabilities**

Liabilities are obligations or debt that will be settled through financial assets. These obligations represent the costs for goods and services consumed and owed by the CRD. Liabilities are used to finance operations and capital construction or acquisitions. As of December 31, 2021, liabilities totaled $702.0 million, an increase of $73.2 million or 12% from prior year. Table 2 provides balances and year over year changes:

**Table 2 – Change in Liabilities Year over Year ($ millions)**

| Description | 2021 | 2020 | $ Change | % Change |
|---|---|---|---|---|
| Accounts Payable and Other Liabilities | 31.0 | 117.1 | (86.1) | (74%) |
| Deferred Revenue | 49.0 | 32.7 | 16.3 | 50% |
| Short-Term Debt | 25.7 | 61.3 | (35.6) | (58%) |
| Long-Term Debt | 582.9 | 405.0 | 177.9 | 44% |
| Landfill Closure and Post-Closure Liability | 11.9 | 11.3 | 0.6 | 5% |
| Other Liabilities | 1.5 | 1.5 | 0.0 | 0% |
| **Total Liabilities** | **$702.0** | **$628.9** | **$73.1** | **12%** |

Accounts payable decreased by ($86.1) million or (74%) compared to 2020. The completion of the WTP resulted in a decrease in invoices payable of ($14.2) million and release of construction holdback payables of ($67.1) million.

The increase in deferred revenue of $16.3 million or 50% is due to an increase of $3.6 million in development cost charges in the Juan de Fuca Water Distribution service and an increase of $12.1 million received through the Reaching Home and Rapid Housing grant program for housing projects that were unspent at year end.

Short-term debt details are disclosed in Note 3 to the financial statements. The balance decreased by $35.6 million primarily due to $61.3 million in short term debt converted into mortgages by CRHC for the Spencer and West Park properties. This is offset by new short-term borrowing of $14.5 million for WTP, $6 million in municipal debt for VIRL, and $3 million for various electoral area capital projects.

Long-term debt includes balances for CRD, CRHC, and member municipalities where details are disclosed in Note 4 of the financial statements. Of the $582.9 million in long-term debt, the CRD and CRHC portion is $403.4 million, an increase of $145.2 million or 56%. The increase is primarily driven by $62 million for the capital financing portion of the Public Private Partnership

(P3) agreement for the Residuals Treatment Facility and by $85.4 million for new mortgages for the Spencer, West Park and Hockley House affordable housing projects. The remaining portion of the $582.9 million total long-term debt is $179.5 million owed on behalf of member municipalities, which increased by $32.7 million or 22%.

Landfill closure and post-closure liability increased by $0.6 million, representing an additional year of capacity usage. This change year over year is not considered significant and aligns with expectations.

**Non-Financial Assets**

Non-financial assets are resources held for service delivery over one or more future periods. Examples include tangible capital assets, inventories of supplies, and prepaid portions of land leases. Table 3 lists balances of non-financial assets and changes from the previous year:

**Table 3 – Change in Non-Financial Assets Year over Year ($ millions)**

| Description | 2021 | 2020 | $ Change | % Change |
|---|---|---|---|---|
| Tangible Capital Assets | 1,949.4 | 1,760.5 | 188.9 | 11% |
| Other Non-Financial Assets | 3.4 | 2.6 | 0.8 | 31% |
| **Total Non-Financial Assets** | **$1,952.8** | **$1,763.1** | **$189.7** | **11%** |

Non-financial assets increased by $189.7 million to $1.95 billion in 2021. This was mainly driven by an increase in tangible capital assets of $188.9 million where acquisition or contributions were valued at $248.1 million offset by $58.5 million in amortization.

Significant asset acquisition or contributions include:
- $166.7 million for WTP including the Residuals Treatment Facility
- $30.6 million for the Hockley House property acquisition
- $50.8 million in other capital projects including such as the Spencer Road housing project and Regional Parks land acquisitions.

**Accumulated Surplus**

The accumulated surplus or net book value of equity for the CRD is $1.85 billion, where the organization has assets (Financial and Non-Financial) of greater value than what it owes (Liabilities). Table 4 summarizes accumulated surplus by category.

**Table 4 – Accumulated Surplus Categories ($ millions)**

| Description | 2021 | 2020 |
|---|---|---|
| Equity Invested in Tangible Capital Assets | 1,526.4 | 1,441.1 |
| Capital and Operating Reserves | 170.3 | 141.4 |
| Net Operating Funds | 158.2 | 99.7 |
| **2021 Accumulated Surplus** | **$1,854.9** | **$1,682.2** |

2021 CRD net operating funds of $158.2 million represents 8.5% of accumulated surplus. The remaining 91.5% of accumulated surplus resides in tangible capital assets ($1,526.4 million) and capital and operating reserves ($170.3 million).

Operating Reserve Funds enable each service area to set aside funds to mitigate fluctuations in revenue driven by cyclical expenditures, unforeseen expenses and special one-time operating projects. Capital Reserve Funds accumulate resources for future capital expenditures. Periodically, services transfer either budgeted or operating surplus funds to their respective capital reserve. The practice of building reserves for funding ongoing infrastructure renewal is essential to ensure long-term sustainability of asset-dependent CRD services.

## 2. Consolidated Statement of Operations

The Statement of Operations identifies results of financial activities for the fiscal year by presenting revenues less expenses on an accrual basis. Under accrual accounting and the matching principle, the CRD records economic events regardless of when cash is actually received or used, with the objective of matching period revenues with incurred costs.

As required by PSAB reporting standards, the budget authorized by bylaw is included on the Statement of Operations and has been adjusted to exclude reserve transfers and principal repayment to better align budget to actual revenue and expense.

Other differences from budget, that are not adjusted, remain where amounts are recorded for alignment to public sector accounting standards due to adjustments to actuals for elimination and classification purposes. These differences include labour allocations, inter-service recoveries, grant revenue, deferred revenue, donations and amortization expense.

### Revenue

2021 Revenue was $407.4 million, a decrease of ($25.8) million or (6%). Revenue totals by type and changes from the previous year are summarized in Table 5:

**Table 5 – Change in Revenue Year over Year ($ millions)**

| Description | 2021 | 2020 | $ Change | % Change |
|---|---|---|---|---|
| Government Transfers | 258.4 | 302.1 | (43.7) | (14%) |
| Sale of Services | 87.8 | 77.7 | 10.1 | 13% |
| Other Revenue | 21.6 | 16.3 | 5.3 | 33% |
| Interest Earnings | 4.5 | 5.6 | (1.1) | (20%) |
| Developer Contributions | 4.1 | 5.7 | (1.6) | (28%) |
| Affordable Housing – Rental Income | 21.8 | 17.0 | 4.8 | 28% |
| Grants in Lieu of Taxes | 3.6 | 3.6 | 0.0 | 0% |
| Actuarial Adjustment of Long-Term Debt | 5.6 | 5.2 | 0.4 | 8% |
| **Total Revenue** | **$407.4** | **$433.2** | **$(25.8)** | **(6%)** |

Primary drivers for changes in revenue are:

- ($43.7) million decrease in government transfers due to a ($62.0) million decrease in provincial grants relating to the WTP, offset by a $15.0 million increase in other provincial grants and a $3.3 million increase in federal grants.

- $10.1 million increase in sale of services due to $6.1 million increase in water revenue and a $3.2 million increase in Hartland landfill revenue.
- $5.3 million increase in other revenues driven by an increase in land donations of $2.0 million for 2782 Spencer Rd, $2.3 million donation for 4692 Mountain Rd, and $0.3 million for the Sun River Reservoir.
- ($1.1) million decrease in interest earnings due to a decline in interest rates.
- ($1.6) million decrease in developer contributions relating to water infrastructure assets and household water connections in the Juan de Fuca Water Distribution service.
- $4.8 million increase in affordable housing revenue driven by rental units increasing from 1,773 to 1,893 in 2021, and a full year of rent for Spencer and West Park projects completed in 2020.
- $0.4 million increase in actuarial adjustment of long-term debt. The actuarial adjustment of long-term debt is the estimated return on the invested balance of MFA principal repayments.

**Expenses**

Expenses in 2021 increased by $51.8 million or 28% to $234.6 million. As shown in the segmented reporting, note 19 in the financial statements, the change by expense type over the previous year is summarized in Table 6:

**Table 6 – Change in Expenses Year over Year ($ millions)**

| Description | 2021 | 2020 | $ Change | % Change |
|---|---|---|---|---|
| Salaries, Wages and Benefits | 74.5 | 68.9 | 5.6 | 8% |
| Contract for Services and Consultants | 25.8 | 22.1 | 3.7 | 17% |
| Amortization of Tangible Capital Assets | 58.5 | 33.8 | 24.7 | 73% |
| Interest on Debt | 21.7 | 17.1 | 4.6 | 27% |
| Other Expenses | 54.1 | 40.9 | 13.2 | 32% |
| **Total Expenses** | **$234.6** | **$182.8** | **$51.8** | **28%** |

Expense changes were driven by:

- $5.6 million increase in salaries, wages and benefits relating to contractual agreements and increased staff resources.
- $3.7 million increase in contract for services and consultants due to $3.2 million of new costs for operations of the Residuals Treatments Facility.
- $24.7 million increase in amortization on tangible capital assets due to WTP assets going into use and full year of amortization for the West Park, Spencer and Hockley House projects.
- $4.6 million increase in interest due the completion of the Residuals Treatment Facility and mortgages for the Spencer, West Park and Hockley House properties.
- Other expenses increased by $13.2 million driven largely by other expenses for WTP now in full operation. This resulted in a $2.8M increase in supplies expense, $2.2M increase in utilities expenses, and $7.8M increase in costs allocations.

### 2021 Annual Surplus

The net difference between revenues and expenses for 2021 is an annual surplus of $172.7 million. Summarized in Table 7 below are the change in accumulated surplus as a result.

**Table 7 – Surplus Reconciliation ($ millions)**

| Description | 2021 | 2020 |
|---|---|---|
| Increase in Capital Equity | 85.3 | 197.6 |
| Increase in Capital and Operating Reserves | 28.9 | 3.6 |
| Increase in Operating Funds | 58.5 | 49.2 |
| **2021 Annual Surplus** | **$172.7** | **$250.3** |

The surplus of $172.7 million is lower than the 2020 surplus of $250.3 million, by ($77.6) million or (31%). The change is primarily attributable to lower grant revenue and higher operating expenses with the completion of WTP and a number of Regional Housing First Program projects.

The increase in equity, reserves and operating funds represent the intended use of surplus to fund future capital, reserves and annual operating costs.

## 3. Other Financial Statement Analysis

Summaries and analysis of the remaining three statements can be found in Appendix C:

3. Statement of Changes in Net Debt;
4. Statement of Remeasurement Gains and Losses; and
5. Statement of Cash Flows

## Financial Indicators

As in prior years, the consolidated financial health of the organization is monitored and reported through financial indicators (Appendix E). These measures demonstrate a consistent, healthy financial position based on operational needs, market conditions and debt servicing costs.

## COVID-19 Impacts

An assessment was made by management regarding organizational impacts due to COVID-19. Overall, there was no significant financial impact in the 2021 fiscal year. Provincial health orders in place throughout 2021 impacted service levels at recreation centers but to a lesser degree than 2020. The impact on revenues were balanced through mitigation on costs balancing the service results in 2021.

In September 2020, the Province announced joint Provincial and Federal funding to support local government operations as part of BC's Economic Recovery Plan. The CRD received $1.4 million in grants from this initiative in November 2020 and an additional $0.6 million was received in March 2021. At the end of 2021 there remains $0.3 million in unspent funds. The Unaudited schedules now include a schedule summarizing the funds received, services that received that funding and the ending balance.

## Emerging Accounting Issues

### Asset Retirement Obligations

As identified in Appendix 4 and page 12 of the Audit Findings Report (Appendix F), the upcoming asset retirement obligation change is a significant accounting standard that will be effective for the year ending December 31, 2023. The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets. It will require the CRD to record a liability in the financial statements related to future costs of any legal obligations to be incurred upon retirement of controlled tangible capital assets.

It is expected the introduction of the new accounting standards for asset retirement obligations will result in a significant revaluation of the landfill liability and recognition of all closure and post-closure costs. The standard will require the entire post-closure liability to be recorded upfront rather than over time as is currently done. The change in standard does not address or direct how the liability will be funded.

As staff begin preparing to implement the standard across all services, scope, timing and financial implications will be reported to the Board through Committee.

### Public Private Partnerships

As identified in Appendix 4 of the Audit Findings Report (Appendix F), PSAB has developed a new accounting standard that provides requirements for recognizing, measuring and classifying infrastructure procured through a public private partnership (P3). The standard will be effective for the year ending December 31, 2024, with an option to early adopt.

This standard will apply to the Residuals Treatment Facility P3 agreement. Staff have taken steps to ensure that the recognition, measurement and disclosures relating to the agreement addresses many of the requirements under the incoming standard. Other work to be completed before adoption includes a scan of all infrastructure agreements to identify any other P3 arrangements which would be incorporated into reporting and disclosure upon adoption of the new standard.

## CONCLUSION

Board approval of the CRD 2021 Statement of Financial Information is required under the *Local Government Act*, *Community Charter*, and *Financial Information Act*. As noted in the Audit Findings Report, it is the auditors' opinion that these financial statements present fairly the consolidated financial position of the CRD as of December 31, 2021, and the results of financial activities for the year then ended in accordance with Canadian Public Sector Accounting Standards.

## RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.

| | |
|---|---|
| Submitted by: | Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services |
| Concurrence: | Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENT(S)

Appendix A: 2021 Statement of Financial Information
Appendix B: 2021 Unaudited Statements
Appendix C: 2021 Other Financial Statement Analysis
Appendix D: DBRS Rating Methodology
Appendix E: 2021 Additional Financial Analysis
Appendix F: 2021 Audit Findings Report
Appendix G: 2021 KPMG Management Letter



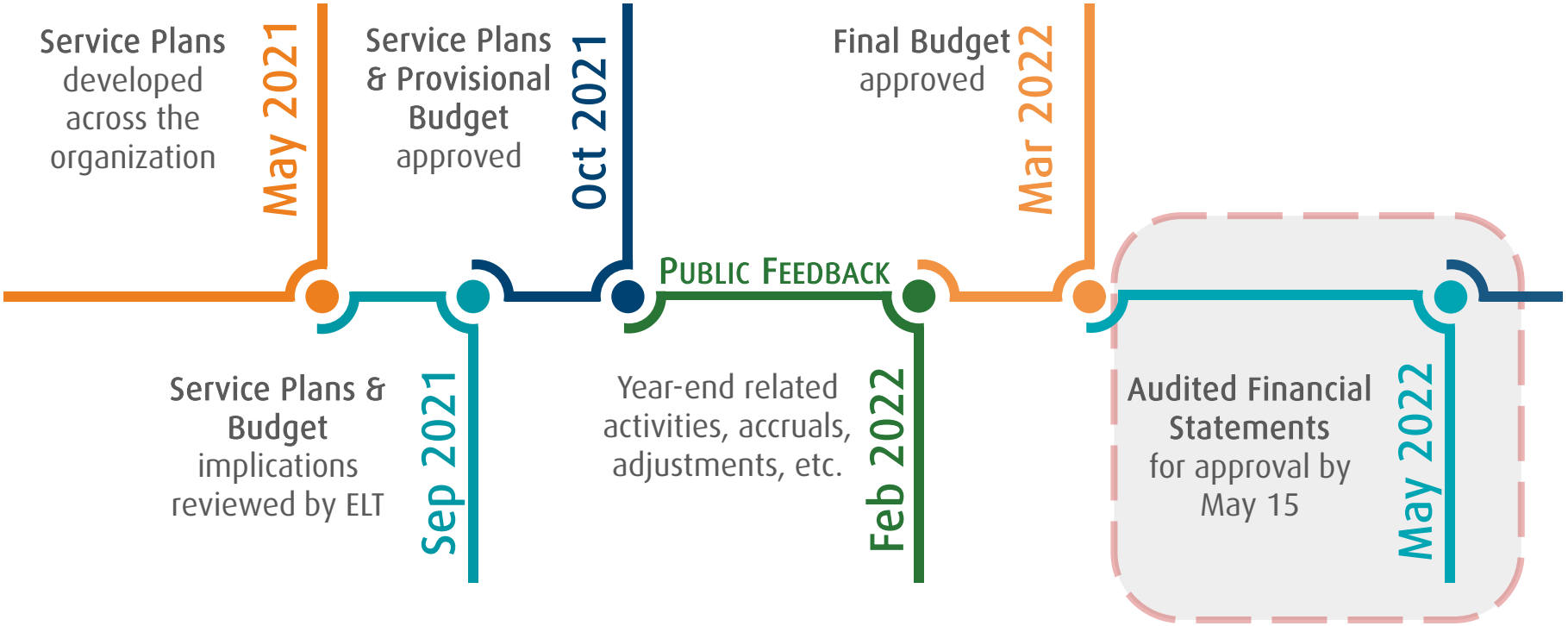
# Capital Regional District 〉 2021 Statement of Financial Information

## Presentation to the Finance Committee

## Wednesday May 4, 2022

# Conclusion of the 2021 Planning & Reporting Process






## CRD Audited Financial Statements

- Legislation requires statements be approved and submitted to the Ministry of Municipal Affairs and Housing by May 15
- Financial Statements are prepared on an accrual basis (as required by PSAB)
- Consolidated statements include all CRD services and CRHC

# What are the 5 Required Financial Statements?





**Financial Position**

The overarching statement that summarizes CRD's financial position at a point in time

**Operations**

Explains the change in the overall financial position during the accounting period

**Change in Net Debt**

Reconciles the change in debt for the current and prior year

**Remeasurement Gains and Losses**

Change in specific financial assets and liabilities recorded at fair value

**Cash Flows**

Reconciles cash and equivalents and the ability to meet cash requirements

# How do the 5 Required Financial Statements relate?



| Statement of Financial Position | 2021 | 2020 |
|---|---|---|
| **Financial Assets** | | |
| Cash & Cash Equivalents | XXX | XXX |
| Other Assets | XXX | XXX |
| | XXX | XXX |
| **Financial Liabilities** | | |
| Accounts Payable | XXX | XXX |
| Other Liabilities | XXX | XXX |
| | XXX | XXX |
| **Net Financial Assets (Debt)** | XXX | XXX |
| **Non-Financial Assets** | | |
| Tangible Capital Assets | XXX | XXX |
| Other Non-Financial Assets | XXX | XXX |
| | XXX | XXX |
| **Accumulated Surplus is comprised of;** | | |
| Accumulated Operating Surplus | XXX | XXX |
| Accumulated Remeasurement Gains/Losses | XXX | XXX |

## Explaining Changes in Financial Position

| Statement of Cash Flow | 2021 | 2020 |
|---|---|---|
| Operating Transactions | X | X |
| Capital Transactions | X | X |
| Investing Transactions | X | X |
| Financing Transactions | X | X |
| | X | X |
| Cash & Equivalents at Beginning of Year | X | X |
| **Cash & Equivalents at End of Year** | X | X |

| Statement of Net Debt | 2021 | 2020 |
|---|---|---|
| Annual Surplus | X | X |
| Acquisition of Tangible Capital Assets | X | X |
| | X | X |
| Net Debt at Beginning of Year | X | X |
| **Net Debt at End of Year** | X | X |

| Statement of Operations | 2021 | 2020 |
|---|---|---|
| Revenue | X | X |
| Expenses | X | X |
| | X | X |
| Accumulated Surplus Beginning of Year | X | X |
| **Accumulated Surplus End of Year** | X | X |

| Statement of Remeasurement Gains | 2021 | 2020 |
|---|---|---|
| Accumulated Remeasurement Opening | X | X |
| Net Remeasurement Gains (Losses) | X | X |
| **Accumulated Remeasurement Close** | X | X |

# Main Takeaways from the Financial Statements





## 1 Delivering Services

In 2021, the Capital Regional District continued focus on supporting Regional Priorities identified in the Corporate and Strategic Plan

## 2 Investments for the Future

Capital investments were 4x the rate of depreciation

The CRD manages nearly $2B in assets in support of service delivery

## 3 Managing Cost of Debt

10% of total revenue was used to service long-term debt

The generally accepted upper benchmark from lending authorities is 25%

## 4 Diversified Revenue

33% of total revenue was acquired through sale of services, where 30% was through government grants, and less than 20% through requisition

# Investments for the Future – Analysis

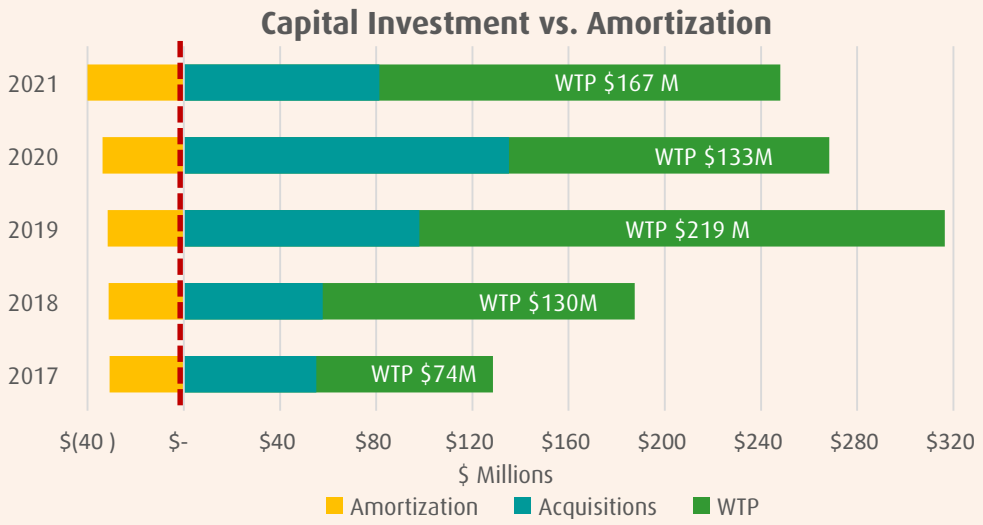


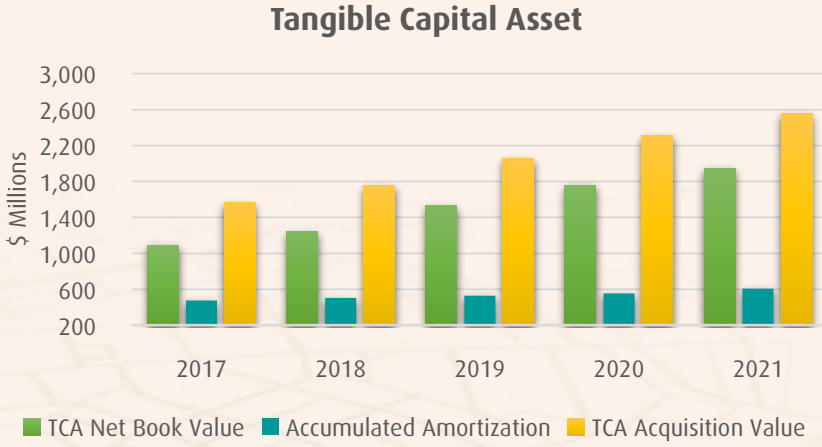
## Investments made for the Future

2021 capital investment was 4.2x the rate of depreciation

2021 net book value of tangible capital assets is $2.0 billion

The 2022-2026 5 year financial plan includes TCA additions of $700 million



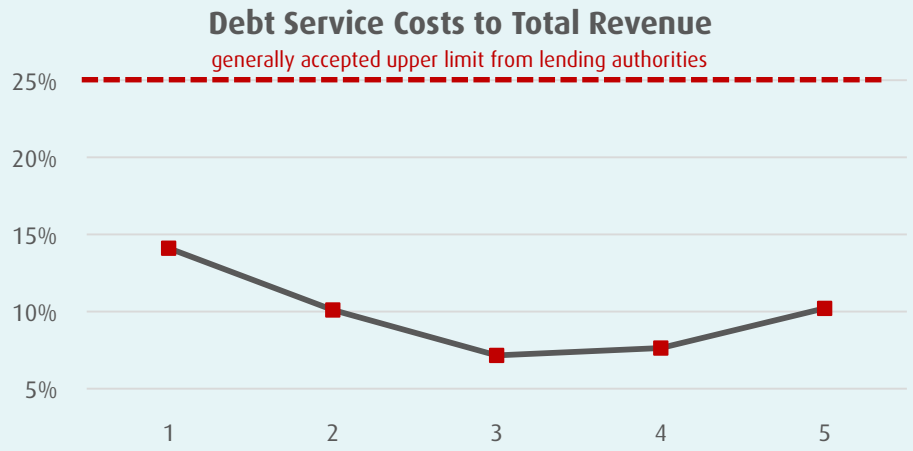
# Managing the Cost of Debt – Analysis

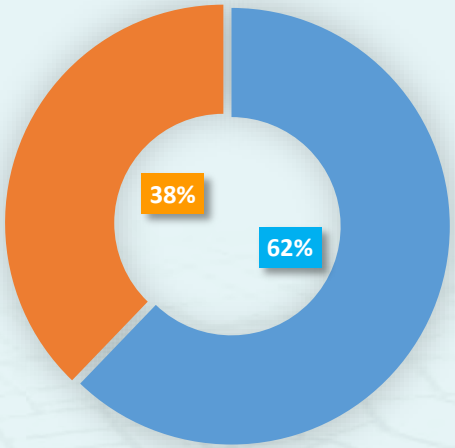


## Managing the Cost of Debt

10.2% of total revenue was spent on long-term debt payments

In 2021, CRD debt on average has matured to where principal payments are 62% of debt servicing costs, while interest payments are 38%




## Debt Servicing Costs

Principal Portion of Payment
Interest Portion of Payment

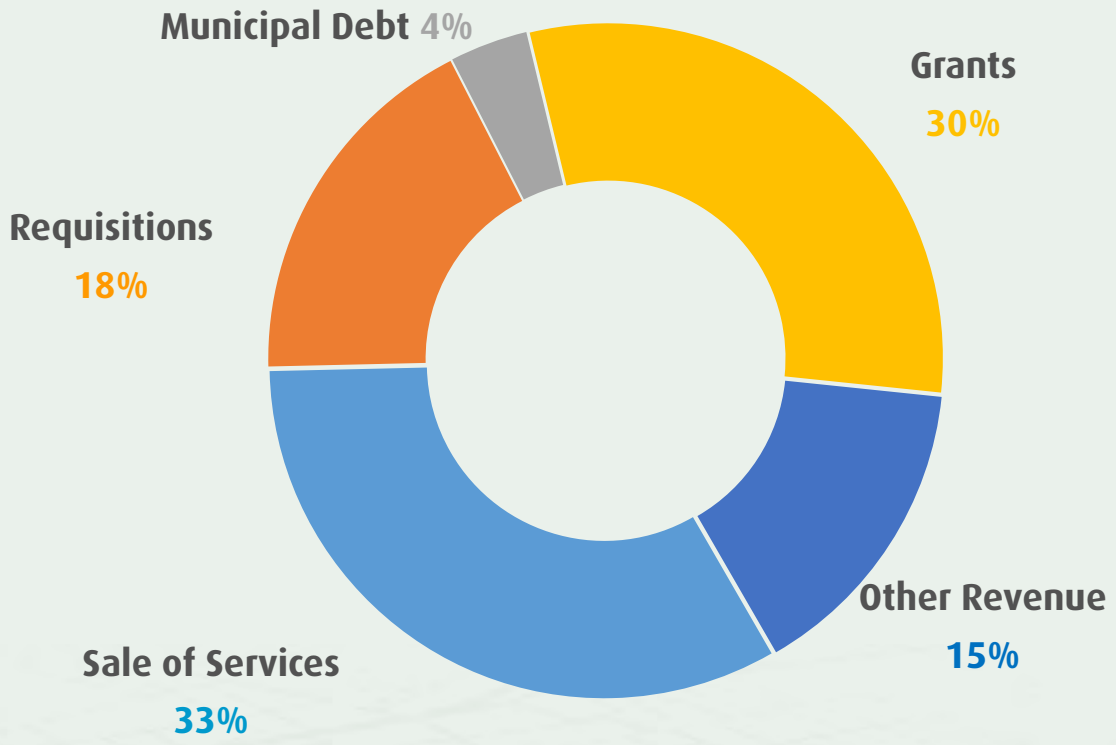
# Diversifying Revenue Streams – Analysis



**Diversifying Revenue Streams**

Less than 20% of revenue raised was funded from requisition

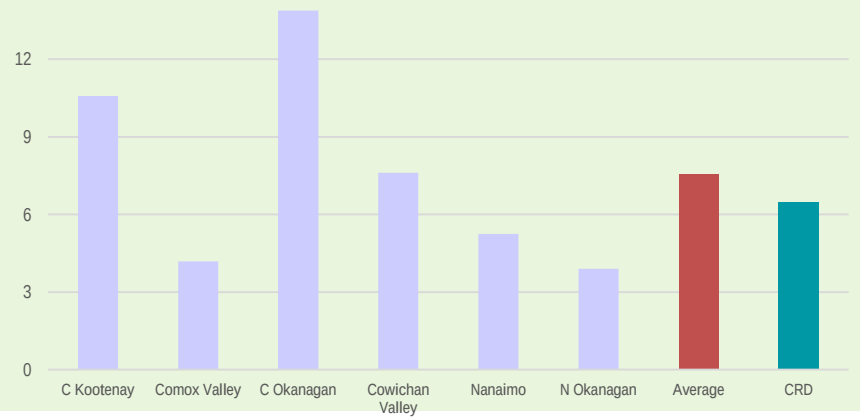
One third of revenue was raised through the sale of services, while 30% came through various external granting programs



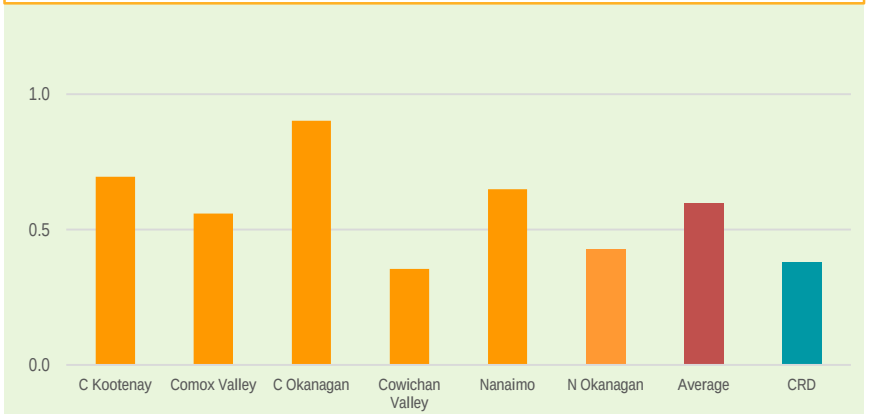
# Regional District Benchmarking – Analysis



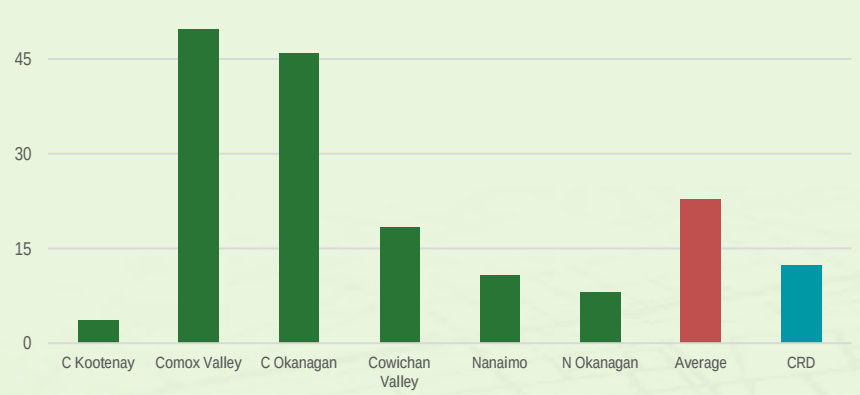
**Quick Ratio**: Measure of short-term liquidity or the ability to pay immediate financial obligations (greater than 1 is ideal)



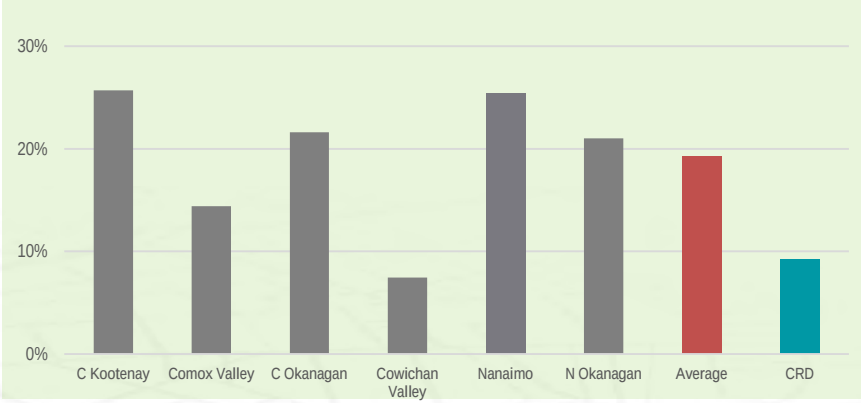

**Debt-to-Equity Ratio**: Measure of financial leverage, or using debt to increase value (essential public service utilities average 1.2)




**Interest Coverage Ratio**: Measures how easily a company can pay interest on outstanding debt (greater than 2 is ideal)




**Capital Reserve Health**: Measure of ability to finance long-term investment projects, also acts as buffer during financial hardship

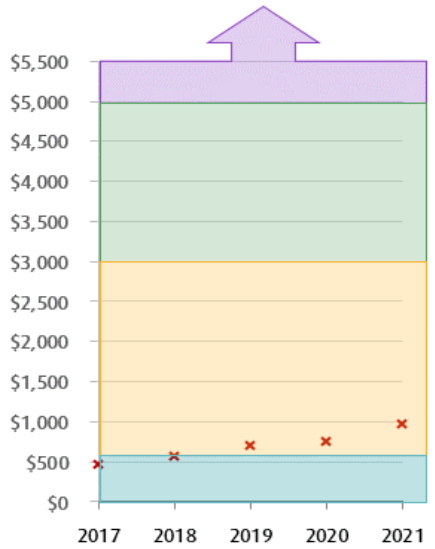



CRD from 2021 Audited Financial Statement, Source for Rest: Local Government Statistics 2020, by Ministry of Municipal Affairs and Housing, https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/regional-district-general-financial-statistics, May 2022.
Excluded from comparison due to size of region (less than $10M or greater than $300M in costs); Central Coast, Metro Vancouver, Mount Waddington, North Coast, Peace River.

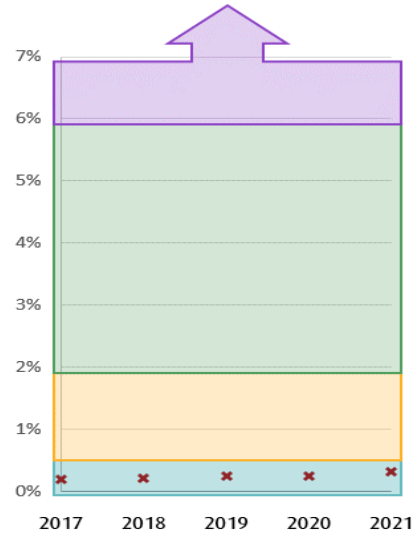
# CRD Credit Rating through DBRS



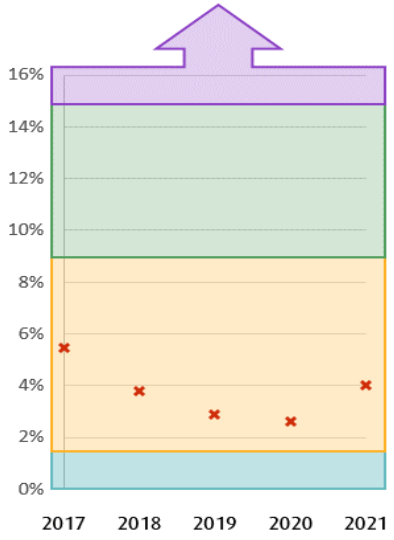
DBRS is the largest rating agency in Canada and fourth largest in the world. Using the rating methodology for municipal government, CRD results are shown below.




net tax-supported debt per capita




net tax-supported debt as % of assessment




interest costs as a percentage of revenue

| AAA | AA | A | BBB |
|---|---|---|---|
| The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events. | The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events. | The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable. | Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events. |

Rating Canadian Municipal Governments: Canadian Municipal Government Financial Risk Metrics, by DBRS (Dominion Bond Rating Service), May 2021

Appendix A

# Capital Regional District

# 2021 Statement of Financial Information



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

*This page left intentionally blank.*

# !"#$%&' (&)*%)*+

## Consolidated Financial Statements


,*"*%-%)* &' ./)")0/"$ 1)'&2-"*/&) 3442&5"$6666666666

Making a difference...together

## Capital Regional District
## Capital Region Housing Corporation

# STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Nelson Chan, MBA, ) CPA, ) CMA
Chief Financial Officer
May 11, 2022

Colin Plant
Chair, CRD Board
On behalf of the Board of Directors
May 11, 2022

*Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9

DRAFT

KPMG LLP
St. Andrews Square II`
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

# INDEPENDENT AUDITORS' REPORT

To the Chair and Directors of the Capital Regional District

## *Opinion*

We have audited the consolidated financial statements of the Capital Regional District (the District), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2021, and its consolidated results of operations, its consolidated change in net debt, its consolidated remeasurement gains and losses, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors` Responsibilities for the Audit of the Financial Statements` section of our auditors report. `

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

DRAFT

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. KPMG Canada provides services to KPMG LLP.

### *Other Information*

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditors repo rt thereon, included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors` report thereon, included in the Annual Report as at the date of this auditors report. `

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors` report.

We have nothing to report in this regard.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Districts ability` to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Districts` financial reporting process.

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors` report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

DRAFT

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors` report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors` report. However, future events or conditions may cause the District to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

DRAFT

Chartered Professional Accountants

Victoria, Canada

May 11, 2022

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

Making a difference...together

# Capital Regional District
# Capital Region Housing Corporation

## MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with Canadian public sector accounting standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors are responsible for approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian public sector accounting standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the District's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to staff and management. The Independent Auditors' Report outlines the scope of the audit for the year ended December 31, 2021.

On behalf of Capital Regional District and Capital Region Housing Corporation,

_____

Nelson Chan, MBA, FCPA, FCMA Chief Financial Officer
May 11, 2022

* For municipalities, the officer assigned responsibility for financial administration signs
* Prepared pursuant to Financial Information Regulation, Schedule 1, Section 9

DRAFT

## A+&'+0.5#"$5!"#"$%$&" +, -.&#&/.#0E+'.".+&

3+ "* G%0%-#%2CVJDJC VK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJD

| | 2021 | 2020 |
|---|---|---|
| **Financial Assets** | | |
| Cash and cash equivalents (Note 2) | **$ 144,126,555** | $ 176,926,054 |
| Investments (Note 2) | **213,517,810** | 185,743,761 |
| Accounts receivable | **55,719,978** | 35,027,089 |
| Debt recoverable: member municipalities and other (Note 4) | **185,542,697** | 146,869,657 |
| Restricted cash: MFA Debt Reserve Fund (Note 5) | **4,130,157** | 3,934,313 |
| | **603,037,197** | 548,500,874 |
| **Liabilities** | | |
| Accounts payable and accrued liabilities | **30,960,239** | 117,084,129 |
| Deferred revenue (Note 6) | **48,963,240** | 32,729,481 |
| Short term debt (Note 3) | **25,661,025** | 61,277,457 |
| Long term debt (Note 4) | **582,907,668** | 405,036,586 |
| Landfill closure and post-closure liability (Note 7) | **11,936,637** | 11,281,091 |
| Other liabilities (Note 8) | **1,571,396** | 1,442,447 |
| | **702,000,205** | 628,851,191 |
| **Net Debt** | **(98,963,008)** | (80,350,317) |
| **Non-financial Assets** | | |
| Tangible capital assets (Note 9) | **1,949,398,153** | 1,760,528,771 |
| Inventory of supplies | **1,062,177** | 1,018,898 |
| Prepaid expenses | **2,331,038** | 1,565,151 |
| | **1,952,791,368** | 1,763,112,820 |
| **Accumulated Surplus** | **1,853,828,360** | 1,682,762,503 |
| **Accumulated Surplus consists of:** | | |
| Accumulated surplus (Note 10) | **1,854,880,497** | 1,682,155,134 |
| Net Remeasurement Gains (Losses) | **(1,052,137)** | 607,369 |
| **Accumulated Surplus** | **$ 1,853,828,360** | $ 1,682,762,503 |

Contractual obligations (Note 11)

Contractual rights (Note 12)

Contingencies (Note 13)

The accompanying notes are an integral part of the consolidated financial statements.

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer

## A+&'+0.5#"$5 !"#"$%$&" +, (:$*#".+&'

.&2 *E%Q%"2%)8%&G%0%-#%2CVJDJC VK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJD

| | Budget (Note 14) | 2021 | 2020 |
|---|---|---|---|
| **Revenue** | | | |
| Government transfers (Note 15) | $ 136,460,379 | **$ 258,402,172** | $ 302,097,673 |
| Sale of services | 88,570,748 | **87,772,749** | 77,715,222 |
| Affordable housing - rental income | 23,371,674 | **21,786,171** | 17,037,803 |
| Other revenue | 14,308,500 | **21,628,217** | 16,262,891 |
| Actuarial adjustment of long-term debt | - | **5,546,660** | 5,196,598 |
| Interest earnings | 568,704 | **4,498,405** | 5,617,032 |
| Developer contributions | - | **4,135,620** | 5,706,166 |
| Grants in lieu of taxes | 3,593,088 | **3,600,276** | 3,544,279 |
| **Total Revenue** | 266,873,093 | **407,370,270** | 433,177,664 |
| **Expenses** | | | |
| Sewer, water, and garbage services | 101,594,580 | **125,249,907** | 84,483,160 |
| Recreation and cultural services | 25,690,694 | **29,190,339** | 26,894,131 |
| General government services | 23,665,527 | **23,420,515** | 22,052,295 |
| Affordable housing - rental expense | 16,684,674 | **20,779,261** | 17,750,227 |
| Debt payments: member municipalities and other (Note 4) | 15,032,079 | **15,393,133** | 15,403,869 |
| Protective services | 10,740,826 | **11,069,164** | 10,922,093 |
| Other | 5,490,552 | **5,323,025** | 1,227,393 |
| Planning and development services | 3,347,075 | **2,852,825** | 2,514,090 |
| Transportation services | 724,084 | **901,586** | 634,300 |
| Grants in aid | 1,715,914 | **465,152** | 946,404 |
| **Total Expenses** | 204,686,005 | **234,644,907** | 182,827,962 |
| **Annual Surplus** | 62,187,088 | **172,725,363** | 250,349,702 |
| Accumulated Surplus, beginning of year | 1,682,155,134 | **1,682,155,134** | 1,431,805,432 |
| **Accumulated Surplus, end of year (Note 10)** | $ 1,744,342,222 | **$ 1,854,880,497** | $ 1,682,155,134 |

The accompanying notes are an integral part of the consolidated financial statements.

## A+&'+0.5#"$5!"#"$%$&"+, A)#&B$ .&J$" C$K"

.&2*E%Q%"2%)8%&G%0%-#%2CVJDJC VK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJD

| | Budget (Note 14) | 2021 | 2020 |
|---|---|---|---|
| Annual surplus | $ 62,187,088 | **$ 172,725,363** | $ 250,349,702 |
| Acquistion of tangible capital assets | (338,991,339) | **(240,292,747)** | (260,472,915) |
| Contributed tangible capital assets | - | **(7,777,166)** | (7,930,283) |
| Amortization of tangible capital assets | - | **58,510,683** | 33,777,833 |
| Loss on disposal of tangible capital assets | - | **534,117** | 3,600,944 |
| Proceeds on sale of tangible capital assets | - | **155,731** | 61,708 |
| Other tangible capital asset transfers | - | **-** | 6,265 |
| | (276,804,251) | **(16,144,019)** | 19,393,254 |
| Acquistion of inventory of supplies | - | **(1,991,623)** | (1,746,489) |
| Acquistion of prepaid expenses | - | **(3,301,777)** | (1,560,160) |
| Consumption of inventory of supplies | - | **1,948,344** | 1,785,262 |
| Use of prepaid expenses | - | **2,535,890** | 688,770 |
| | - | **(809,166)** | (832,617) |
| Net Remeasurement Gains (Losses) | - | **(1,659,506)** | 1,523,091 |
| **Change in Net Debt** | (276,804,251) | **(18,612,691)** | 20,083,728 |
| Net Debt, beginning of year | (80,350,317) | **(80,350,317)** | (100,434,045) |
| **Net Debt, end of year** | $ (357,154,568) | **$ (98,963,008)** | $ (80,350,317) |

The accompanying notes are an integral part of the consolidated financial statements.

A+&'+0.5#"$5!"#"$%$&"+, =$%$#'4*$%$&"L#.&' #&5M+''$'

.&2*E%W%"2N)8%8G%0%-#%2CVJDJC VK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJD

| | | 2021 | | 2020 |
|---|---|---|---|---|
| **Accumulated remeasurement loss, beginning of year** | **$** | **607,369** | $ | (915,722) |
| Unrealized gains (losses) attributable to: | | | | |
| Foreign exchange | | **(267)** | | 13,899 |
| Portfolio investments / equity investments | | **(1,605,384)** | | 1,509,192 |
| Amounts reclassified to the statement of operations | | | | |
| Portfolio investments / equity investments | | **(53,855)** | | - |
| Net remeasurement gains and losses for the year | | **(1,659,506)** | | 1,523,091 |
| **Accumulated remeasurement gain (loss), end of year** | **$** | **(1,052,137)** | $ | 607,369 |

The accompanying notes are an integral part of the consolidated financial statements.

## A+&'+0.5#"$5!"#"$%$&" +, A#') -0+N'

.&2 *E%Q%"2%)8%&G%0%-#%2CVJDJC VK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJD

| | 2021 | 2020 |
|---|---|---|
| **Cash provided by (used in):** | | |
| **Operating activities:** | | |
| Annual surplus | **$ 172,725,363** | $ 250,349,702 |
| Items not involving cash: | | |
| Amortization | **58,510,683** | 33,777,833 |
| Contributed tangible capital assets | **(7,777,166)** | (7,930,283) |
| (Gain) on sale of assets held for sale | **-** | (2,772,225) |
| Loss on disposal of tangible capital assets | **534,117** | 3,600,944 |
| Actuarial adjustment of long-term debt | **(5,546,660)** | (5,196,598) |
| Decrease (increase) in non-cash assets: | | |
| Accounts receivable | **(20,692,889)** | (11,848,464) |
| Prepaid expenses | **(765,887)** | (871,390) |
| Inventory of supplies | **(43,279)** | 38,772 |
| Increase (decrease) in non-cash liabilities: | | |
| Accounts payable and accrued liabilities | **(86,123,890)** | 5,786,208 |
| Deferred revenue | **16,233,759** | 16,744,523 |
| Landfill closure and post-closure provision | **655,546** | 622,980 |
| Other liabilities | **128,949** | (886,732) |
| **Net change in cash from operating activities** | **127,838,646** | 281,415,270 |
| **Capital activities:** | | |
| Proceeds on sale of assets held for sale | **-** | 11,100,000 |
| Proceeds on sale of tangible capital assets | **155,731** | 61,708 |
| Cash used to acquire tangible capital assets | **(176,901,353)** | (260,472,915) |
| **Net change in cash from capital activities** | **(176,745,622)** | (249,311,207) |
| **Investing activities:** | | |
| Net change in investments | **(29,433,555)** | (70,029,811) |
| **Net change in cash from investing activities** | **(29,433,555)** | (70,029,811) |
| **Financing activities:** | | |
| Restricted cash - MFA debt reserve fund | **(195,844)** | 103,430 |
| Additions to short-term debt | **116,661,025** | 61,277,457 |
| Additions to long-term debt | **112,198,068** | 14,355,128 |
| Repayment of short-term debt | **(158,277,457)** | - |
| Repayment of long-term debt | **(24,844,760)** | (45,369,873) |
| **Net change in cash from financing activities** | **45,541,032** | 30,366,142 |
| **Net decrease in cash and cash equivalents** | **(32,799,499)** | (7,559,606) |
| Cash and cash equivalents, beginning of year | **176,926,054** | 184,485,660 |
| **Cash and cash equivalents, end of year** | **$ 144,126,555** | $ 176,926,054 |
| Cash paid for interest | **$ 21,728,983** | $ 17,290,361 |
| Cash received for interest | **3,162,745** | 4,393,856 |

The accompanying notes are an integral part of the consolidated financial statements.

The Capital Regional District was incorporated by Letters Patent under the provisions of the British Columbia Local Government Act.

## 1. SIGNIFICANT ACCOUNTING POLICIES

### a) BRITISH COLUMBIA REGIONAL DISTRICTS

The consolidated financial statements of the Capital Regional District (the District) are prepared by management in accordance with Canadian public sector accounting standards for local governments and regional districts as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. The resources and operation of the District are segregated into various funds for accounting and financial reporting purposes, each being treated as a separate entity with responsibility for the stewardship of the assets allocated to it. Transactions between funds are eliminated on consolidation.

### b) BASIS OF CONSOLIDATION

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of the District and Capital Region Housing Corporation (CRHC). The CRHC is controlled by the District. All transactions and balances between these entities have been eliminated on consolidation.

### c) BASIS OF ACCOUNTING

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

### d) TAXATION

Each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

### e) INTEREST

The District follows the practice of investing individually significant unspent funds within individual funds. Interest earned is allocated on the basis of actual earnings from the specific instruments. Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

Excess funds or temporary borrowings of all functions are pooled and interest income or expense is allocated to the individual functions on a monthly basis.

## 1. SIGNIFICANT ACCOUNTING POLICIES continued

### f) GOVERNMENT TRANSFERS

Government transfers without stipulations restricting their use are recognized in the financial statements as revenues in the period in which the transfers are authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. Government transfers with stipulations restricting their use are recognized in the financial statements as revenues in the period in which the eligible expenditures are incurred, providing they are authorized and eligibility criteria are met.

### g) DEFERRED REVENUE

Deferred revenue includes amounts received from third parties which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired, thereby extinguishing the related liability.

### h) CASH AND CASH EQUIVALENTS

Cash and cash equivalents include short-term highly liquid investments with a term to maturity of less than 90 days at acquisition.

### i) FINANCIAL INSTRUMENTS

Financial instruments are classified into two categories fair value or cost.

i. Fair value category: portfolio investments quoted in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date.

   Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances reversed from the Statement of Remeasurement Gains and Losses.

## 1. SIGNIFICANT ACCOUNTING POLICIES continued

### i) FINANCIAL INSTRUMENTS continued

ii. Cost category: portfolio investment not quoted in an active market, financial assets and liabilities are recorded at cost or amortized cost. Gains and losses are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date.

Transaction costs related to the acquisition of financial assets are included in the cost of the related instrument.

Financial assets are assessed for impairment on an annual basis. If there is an indicator of impairment, the District determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the District expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

### j) LONG-TERM DEBT

Long-term debt is recorded net of repayments and actuarial adjustments.

### k) EMPLOYEE FUTURE BENEFITS

i. The District and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

ii. Sick leave and other benefits are also available to the District's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

### l) LANDFILL LIABILITY

The liability for closure costs of operational sites and post-closure care has been recognized based on the present value of estimated future expenses, estimated inflation and the cumulative usage of the site’s capacity. The change in this liability during the year is recorded as a charge to operations. These estimates are reviewed and adjusted annually.

## 1. SIGNIFICANT ACCOUNTING POLICIES continued

### m) NON-FINANCIAL ASSETS

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### i. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and the landfill site, are amortized on a straight line basis over their estimated useful lives as follows:

| Asset | Useful Life - Years |
|---|---|
| Engineering Structures | 10 to 100 Years |
| Buildings | 20 to 75 Years |
| Machinery and Equipment | 5 to 20 Years |
| Vehicles | 8 to 15 Years |
| Other Assets | 5 to 25 Years |

The capacity of the landfill site is evaluated using the units of production method based upon capacity used during the year.

Amortization is charged annually, including in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the District's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

The District is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes watersheds, creeks, ditches and wetlands (rain water management). Canadian public sector accounting standards do not allow for the valuation and recording of such assets into the financial statements of the District. As such, these natural assets are not reported in these consolidated financial statements.

Assets acquired by right, such as forests, water and mineral resources, are not recorded in the consolidated financial statements.

#### ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

## 1. SIGNIFICANT ACCOUNTING POLICIES continued

### m) NON-FINANCIAL ASSETS continued

#### iii. Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

#### iv. Interest Capitalization

The District does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

#### v. Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to the District are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

#### vi. Inventories of Supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

### n) CONTAMINATED SITES

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

i. an environmental standard exists

ii. contamination exceeds the environmental standard

iii. the District is directly responsible or accepts responsibility for the liability

iv. future economic benefits will be given up, and

v. a reasonable estimate of the liability can be made.

## 1. SIGNIFICANT ACCOUNTING POLICIES continued

### o) USE OF ESTIMATES

The preparation of financial statements in conforming with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, landfill liability, useful lives of tangible capital assets and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

### p) SEGMENTED INFORMATION

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The District has provided definitions of the District's segments as well as presented consolidated financial information in segmented format in Note 19.

## 2. CASH AND CASH EQUIVALENTS AND INVESTMENTS

a) CASH AND CASH EQUIVALENTS

| | | 2021 | | 2020 |
|---|---|---|---|---|
| CRD | **$** | **129,353,814** | $ | 164,029,736 |
| CRHC | | **14,772,741** | | 12,896,318 |
| | **$** | **144,126,555** | $ | 176,926,054 |

b) INVESTMENTS

| | | 2021 | | 2020 |
|---|---|---|---|---|
| CRD | | | | |
| MFA pooled funds | **$** | **63,584,852** | $ | 44,062,699 |
| Term deposits - short term | | **149,932,958** | | 141,681,062 |
| | **$** | **213,517,810** | $ | 185,743,761 |

MFA pooled fund investments are quoted in an active market and therefore recorded at fair market value. The carrying cost of MFA pooled funds for CRD is $64,582,944 (2020 - $43,392,987). Included in term deposits - short term are $149,932,958 (2020 - $141,432,957) of term deposits recorded at cost.

## 3. SHORT-TERM DEBT

The District's short-term debt of $17,510,000 (2020 - nil) and Vancouver Island Regional Library (VIRL) short-term debt of $6,000,000 is borrowed through MFA.

CRHC's short-term debt of $2,151,025 (2020 - $61,277,457) is borrowed through BCHMC. In 2021, $61,277,457 of short-term financing was converted to a 35-year mortgage.

The interest rate on short-term debt is variable, and total expense for the year is $631,545 (2020 - nil).

| | 2021 | | | |
|---|---|---|---|---|
| | **Outstanding Dec 31/20** | **Additions** | **Debt Retirement** | **Outstanding Dec 31/21** |
| General Capital | **$ -** | $ 3,010,000 | $ - | **$ 3,010,000** |
| Sewer Capital | **-** | 111,500,000 | (97,000,000) | **14,500,000** |
| | **-** | 114,510,000 | (97,000,000) | **17,510,000** |
| VIRL | **-** | 6,000,000 | - | **6,000,000** |
| CRD Total | **-** | 120,510,000 | (97,000,000) | **23,510,000** |
| CRHC Total | 61,277,457 | 2,151,025 | (61,277,457) | **2,151,025** |
| Consolidated Total | $ 61,277,457 | $122,661,025 | $(158,277,457) | **$ 25,661,025** |

## 4. LONG-TERM DEBT

a) DEBT

The District borrows debenture debt through MFA. The principal portion of long-term debenture repayment is added to the MFA sinking fund, which is secured against the debt and invested over the term of the loan. The balance of this fund is used to retire the debt at or before maturity of the loan depending on the actual return on investments in the sinking fund. The MFA provides the CRD with an estimated actuarial valuation, which is the estimated return on the invested balance of the sinking fund. Debt principal is reported net of repayments and actuarial adjustments. Interest expense is calculated and paid net of actuarial adjustments.

The District has also incurred long-term debt on behalf of its member municipalities through agreements with the MFA. All monies borrowed are upon the District's credit at large and, in the event of any default, would constitute an indebtedness for which its members are jointly and severally liable.

The District reports the total principal and interest payments collected from member municipalities as expenses in Debt payments for member municipalities and others and revenue in Government transfers. Total principal payments received from member municipalities in the year was $9,362,108 (2020 - $9,210,128).

The District has entered into a Public Private Partnership (P3) agreement for the Residuals Treatment Facility (RTF). The RTF contract has a 20-year term to December 31, 2040 with monthly capital cost and financing payments of $460,812 including interest of 6.29%. Total interest paid this year was $3,201,666 (2020 - nil).

Interest expense on long-term debt, including interest on the P3 agreement, is as follows:

| | 2021 | 2020 |
|---|---|---|
| Interest expense on long-term debt | **$21,060,629** | $17,073,209 |
| Interest received from member municipalities for debt issued on their behalf | **5,974,446** | 6,129,375 |
| Net interest expense related to long-term debt | **$15,086,183** | $10,943,834 |

In addition, $56,577 (2020 - $64,366) collected from member municipalities relating to payments into the Debt Reserve Fund (Note 5) and short-term debt (Note 3) are included as expenses in debt payments for member municipalities. Debt incurred on behalf of member municipalities and other is also presented as a receivable from member municipalities and other on the statement of financial position in the amount of $185,542,697 (2020 - $146,869,657), including $6,000,000 in short-term debt for VIRL (Note 3).

## 4. LONG-TERM DEBT continued

a) DEBT continued

Debt is comprised of the following and includes varying maturities, with interest rates ranging from 0.91% to 6.29% and an average rate of 2.53%. The District's debt that is held with the MFA consists of debenture debt of $183,674,201 (2020 - $179,540,272) and non-debenture debt of $62,670,369 (2020 - $1,683,324). Included in non-debenture debt is $62,044,400 (2020 - nil) for the RTF P3 agreement. Principal repayment on the P3 debt was $1,346,995 (2020 - nil). The CRHC debt consists of mortgages with BC Housing Management Commission (BCHMC) and commercial banks.

| | | 2021 | | | | |
|---|---|---|---|---|---|---|
| | **Outstanding December 31, 2020** | **Additions** | **Principal** | **Sinking Fund** | **Total Debt Retirement** | **Outstanding December 31, 2021** |
| General Capital | $ 31,271,305 | $ 1,585,000 | $ (4,318,241) | $ (629,346) | $ (4,947,587) | **$ 27,908,718** |
| Sewer Capital | 94,153,286 | 87,151,395 | (7,095,357) | (1,412,331) | (8,507,688) | **172,796,993** |
| Water Capital | 55,799,005 | - | (6,957,418) | (3,202,728) | (10,160,146) | **45,638,859** |
| | 181,223,596 | 88,736,395 | (18,371,016) | (5,244,405) | (23,615,421) | **246,344,570** |
| Accrued actuarial valuation - CRD Debt | (2,920,075) | - | - | (302,255) | (302,255) | **(3,222,330)** |
| CRD Debt | 178,303,521 | 88,736,395 | (18,371,016) | (5,546,660) | (23,917,676) | **243,122,240** |
| Member Municipalities | 146,869,657 | 45,400,000 | (9,362,108) | (3,364,852) | (12,726,960) | **179,542,697** |
| CRD Total | 325,173,178 | 134,136,395 | (27,733,124) | (8,911,512) | (36,644,636) | **422,664,937** |
| CRHC | 79,863,408 | 86,853,067 | (6,473,744) | - | (6,473,744) | **160,242,731** |
| | $ 405,036,586 | $ 220,989,462 | $ (34,206,868) | $ (8,911,512) | $ (43,118,380) | **$ 582,907,668** |

b) DEMAND NOTES - CONTINGENT LIABILITY

The MFA holds demand notes related to the District's debenture debt in the amount of $17,963,858 (2020 - $16,526,207) of which $7,300,480 (2020 - $6,669,896) is held by the District for the member municipalities (Note 5). The demand notes are not recorded in the financial statements as they will only be called upon if the MFA does not have sufficient funds to meet its payment obligations.

**4. LONG-TERM DEBT continued**

c) LONG-TERM DEBT PAYABLE/MATURING

The following principal and actuarial amounts included in long-term debt are payable/maturing over the next five years and thereafter, including P3 debt.

| | 2022 | 2023 | 2024 | 2025 | 2026 | Thereafter |
|---|---|---|---|---|---|---|
| CRD | | | | | | |
| General | $ 2,788,034 | $ 2,788,034 | $ 2,582,720 | $ 2,336,666 | $ 2,025,973 | $ 8,723,236 |
| Water | 8,296,148 | 7,876,691 | 7,407,701 | 7,500,563 | 6,940,819 | 103,566,904 |
| Sewer | 6,940,856 | 6,914,427 | 3,138,027 | 2,603,258 | 2,203,169 | 9,074,798 |
| Total CRD | 18,025,038 | 17,579,152 | 13,128,448 | 12,440,487 | 11,169,961 | 121,364,938 |
| Member Municipalities | 10,580,950 | 10,060,380 | 9,752,354 | 8,892,897 | 8,179,949 | 70,316,618 |
| | 28,605,988 | 27,639,532 | 22,880,802 | 21,333,384 | 19,349,910 | 191,681,556 |
| CRHC | 6,164,536 | 6,236,514 | 6,076,120 | 5,635,896 | 5,418,041 | 130,711,624 |
| | 34,770,524 | 33,876,046 | 28,956,922 | 26,969,280 | 24,767,951 | 322,393,180 |
| Estimated sinking fund income | 6,003,367 | 9,434,531 | 6,357,031 | 6,034,223 | 5,404,241 | 77,940,372 |
| Total | $ 40,773,891 | $ 43,310,577 | $ 35,313,953 | $ 33,003,503 | $ 30,172,192 | $ 400,333,552 |

## 5. MFA DEBT RESERVE FUND

The MFA provides capital financing for regional districts and their member municipalities. The MFA is required to establish a Debt Reserve Fund into which each regional district and member municipality, who shares in the proceeds of a debt issue through the District, is required to pay certain amounts set out in the debt agreements. Interest earned on these funds (less administrative expenses) becomes an obligation of the MFA to the regional district. If at any time insufficient funds are provided by the regional district or their member municipalities or any other MFA borrower, the MFA may then use these funds to meet payments on its obligations. Should this occur, the regional district and member municipalities may be called upon to restore the fund. The MFA has not required the debt reserve fund to meet obligations in its history. The cash deposits of the member municipalities $3,602,570 (2020 - $3,174,151) are not recorded in these financial statements. The District's restricted cash on its direct debt is $4,130,157 (2020 - $3,934,313).

| | | 2021 | | 2020 |
|---|---|---|---|---|
| Cash Deposits | | | | |
| Restricted cash - MFA Debt Reserve Fund | **$** | **4,130,157** | $ | 3,934,313 |
| Cash deposits - Member Municipalities | | **3,602,570** | | 3,174,151 |
| Demand Notes | | | | |
| Demand notes - Capital Regional District | | **10,663,378** | | 9,856,311 |
| Demand notes - Member Municipalities | | **7,300,480** | | 6,669,896 |
| | **$** | **25,696,585** | $ | 23,634,671 |

## 6. DEFERRED REVENUE

Continuity of deferred revenue is as follows:

| | | 2021 | | 2020 |
|---|---|---|---|---|
| Balance, beginning of year | **$** | **32,729,481** | $ | 15,984,958 |
| Externally restricted contributions received: | | | | |
| Federal housing grants | | **15,563,280** | | 15,549,600 |
| Development cost charges | | **3,684,642** | | 2,577,980 |
| Developer advances for construction | | **4,524,693** | | 6,444,527 |
| **Total contributions received** | | **23,772,615** | | 24,572,107 |
| Contributions used and recognized in revenue | | **(8,454,247)** | | (7,256,556) |
| **Net change in externally restricted contributions** | | **15,318,368** | | 17,315,551 |
| Change in deposits and other deferred revenues | | **915,391** | | (571,028) |
| **Balance, end of year** | **$** | **48,963,240** | $ | 32,729,481 |

The deferred revenue reported on the consolidated statement of financial position consists of the following:

| | | 2021 | | 2020 |
|---|---|---|---|---|
| Deferred revenue - general | **$** | **33,447,378** | $ | 20,721,050 |
| Deferred revenue - water | | **1,109,504** | | 1,146,172 |
| Development cost charges | | **13,189,292** | | 9,621,482 |
| Developer advances for construction | | **515,316** | | 536,769 |
| Deferred revenue - CRHC | | **701,750** | | 704,008 |
| **Balance, end of year** | **$** | **48,963,240** | $ | 32,729,481 |

## 7. LANDFILL CLOSURE AND POST-CLOSURE LIABILITY

A post closure liability of $11,936,637 (2020 - $11,281,091) is recorded for the estimated capacity of the landfill used and estimated total landfill closure and post-closure costs of $31,329,000. The estimated liability for these costs is recognized as the landfill site's capacity is used. The liability represents the portion of total costs recognized as at December 31, 2021, based on used versus remaining capacity. Total cost represents the sum of discounted future cash flows for closure and post-closure care activities using a long-term borrowing rate of 2.66%.

Estimates are based on assumptions that may change. A change in borrowing rate can have a material impact on the post-closure liability estimate due to the long useful life and post-closure activity timelines. Remaining useful life is based on estimated remaining capacity and the expected cover to waste ratio of materials going into the landfill. Other factors impacting useful life are waste generated, changes in technology, and waste diversion. Costs are estimated based on CRD actual costs incurred for similar activities or based on similar external projects when internal costing is not available.

The estimate incorporates assumptions contained in the current Solid Waste Management Plan. The District has applied to the Province for an expansion to the existing landfill site. If approved, the expansion would result in significant additional capacity and extend the useful life of the landfill.

Based on the approved Solid Waste Management Plan, the estimated remaining capacity of the landfill site is 58% with a remaining life of 27 years. The plan also includes an additional 30 years of post-closure activities.

As at December 31, 2021, the District has $11,936,637 in reserve funding for the post-closure liabilities. Management monitors the estimate annually and budgets appropriate transfers to meet the future liability.

## 8. OTHER LIABILITIES

| | 2021 | 2020 |
|---|---|---|
| Sick leave benefits | **$ 532,200** | $ 532,200 |
| Contaminated sites | **999,491** | 856,882 |
| Other benefits payable | **39,705** | 53,365 |
| | **$ 1,571,396** | $ 1,442,447 |

a) SICK LEAVE BENEFITS

The District provides sick leave benefits to its employees. The accrued benefit obligation is included in other liabilities on the consolidated statement of financial position and has been estimated by an actuarial valuation completed at December 31, 2021. The District's accrued benefit obligation is $532,200 (2020 - $532,200).

The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

| | 2021 | 2020 |
|---|---|---|
| Discount rates | **2.50%** | 2.10% |
| Expected future inflation rates | **2.50%** | 2.50% |
| Expected wage and salary increases | **2.50%** | 2.50% |

b) CONTAMINATED SITES

The District estimated a liability of $999,491 as at December 31, 2021 (2020 - $856,882) for remediation of a total of five known contaminated sites, including the Millstream Meadows site identified in previous years. This estimate has been discounted to present value using current Municipal Finance Authority lending rates. The nature of the contamination includes heavy metals, chlorinated solvents, hydrocarbons, and other organic and inorganic compounds. The source of the contamination includes unregulated shooting activities, disposal of excess soil from utility projects, underground storage tanks, fuel bulk storage facilities, and disposal of septage and other trucked liquid and solid waste.

## 9. TANGIBLE CAPITAL ASSETS

| | Cost | | | | | Accumulated Amortization | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Balance at December 31, 2020 | Additions | Disposals | Transfers | Balance at December 31, 2021 | Balance at December 31, 2020 | Disposals | Amortization Expense | Balance at December 31, 2021 | Net Book Value December 31, 2021 |
| Work in Progress | | | | | | | | | | |
| CRD | $ 80,048,259 | $ 18,425,071 | $ - | $ (62,443,411) | **$ 36,029,919** | $ - | $ - | $ - | **$ -** | **$ 36,029,919** |
| Engineering Structures | | | | | | | | | | |
| CRD | 1,377,247,397 | 169,974,270 | - | 96,216,354 | **1,643,438,021** | 315,475,328 | - | 37,435,247 | **352,910,575** | **1,290,527,446** |
| Buildings | | | | | | | | | | |
| CRD | 293,129,076 | 27,594,562 | (272,335) | (29,473,297) | **290,978,006** | 50,843,905 | (56,313) | 7,253,989 | **58,041,581** | **232,936,425** |
| CRHC | 122,362,585 | 7,198,755 | (2,732,008) | - | **126,829,332** | 81,568,411 | (2,441,453) | 3,053,466 | **82,180,424** | **44,648,908** |
| | 415,491,661 | 34,793,317 | (3,004,343) | (29,473,297) | **417,807,338** | 132,412,316 | (2,497,766) | 10,307,455 | **140,222,005** | **277,585,333** |
| Machinery & Equipment | | | | | | | | | | |
| CRD | 71,894,601 | 4,378,298 | (1,654,012) | (232,973) | **74,385,914** | 46,565,471 | (1,654,009) | 3,891,195 | **48,802,657** | **25,583,257** |
| CRHC | 38,956,747 | 2,172,315 | (1,451,860) | - | **39,677,202** | 30,427,494 | (1,304,977) | 1,927,274 | **31,049,791** | **8,627,411** |
| | 110,851,348 | 6,550,613 | (3,105,872) | (232,973) | **114,063,116** | 76,992,965 | (2,958,986) | 5,818,469 | **79,852,448** | **34,210,668** |
| Vehicles | | | | | | | | | | |
| CRD | 23,766,854 | 2,305,845 | (653,315) | - | **25,419,384** | 14,991,694 | (616,930) | 1,756,099 | **16,130,863** | **9,288,521** |
| Land | | | | | | | | | | |
| CRD | 264,552,692 | 13,934,065 | - | (4,657,200) | **273,829,557** | - | - | - | **-** | **273,829,557** |
| CRHC | 9,496,053 | - | - | - | **9,496,053** | - | - | - | **-** | **9,496,053** |
| | 274,048,745 | 13,934,065 | - | (4,657,200) | **283,325,610** | - | - | - | **-** | **283,325,610** |
| Land Depletion | | | | | | | | | | |
| CRD | 648,301 | - | - | - | **648,301** | 202,209 | - | 18,523 | **220,732** | **427,569** |
| Land Under Prepaid Lease | | | | | | | | | | |
| CRHC | 9,658,643 | 1,644,953 | - | - | **11,303,596** | 2,068,631 | - | 189,390 | **2,258,021** | **9,045,575** |
| Other Assets | | | | | | | | | | |
| CRD | 22,464,704 | 441,779 | - | 590,527 | **23,497,010** | 11,553,998 | - | 2,985,500 | **14,539,498** | **8,957,512** |
| | $ 2,314,225,912 | $ 248,069,913 | $ (6,763,530) | $ - | **$ 2,555,532,295** | $ 553,697,141 | $ (6,073,682) | $ 58,510,683 | **$ 606,134,142** | **$ 1,949,398,153** |
| Totals | | | | | | | | | | |
| CRD | 2,133,751,884 | 237,053,890 | (2,579,662) | - | **2,368,226,112** | 439,632,605 | (2,327,252) | 53,340,553 | **490,645,906** | **1,877,580,206** |
| CRHC | 180,474,028 | 11,016,023 | (4,183,868) | - | **187,306,183** | 114,064,536 | (3,746,430) | 5,170,130 | **115,488,236** | **71,817,947** |
| | $ 2,314,225,912 | $ 248,069,913 | $ (6,763,530) | $ - | **$ 2,555,532,295** | $ 553,697,141 | $ (6,073,682) | $ 58,510,683 | **$ 606,134,142** | **$ 1,949,398,153** |

During 2021, $4,291,723 (2020 - $7,412,283) in water distribution infrastructure and $3,718,443 (2020 - $518,000) in land and other assets were contributed to the District.

Transfers out of buildings, machinery & equipment, and land were a result of asset classification revisions made to improve alignment with intended use in service delivery based on asset management guidelines.

## 9. TANGIBLE CAPITAL ASSETS continued

| | Cost | | | | | Accumulated Amortization | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Balance at December 31, 2019 | Additions | Disposals | Transfers | Balance at December 31, 2020 | Balance at December 31, 2019 | Disposals | Amortization Expense | Balance at December 31, 2020 | Net Book Value December 31, 2020 |
| Work in Progress | | | | | | | | | | |
| CRD | $ 487,147,798 | $ 42,157,857 | $ - | $(449,257,396) | **$ 80,048,259** | $ - | $ - | $ - | **$ -** | **$ 80,048,259** |
| Engineering Structures | | | | | | | | | | |
| CRD | 864,181,001 | 117,434,856 | (9,541,700) | 405,173,240 | **1,377,247,397** | 303,712,810 | (5,995,531) | 17,758,049 | **315,475,328** | **1,061,772,069** |
| Buildings | | | | | | | | | | |
| CRD | 180,674,158 | 76,748,965 | (81,966) | 35,787,919 | **293,129,076** | 46,647,043 | (53,467) | 4,250,329 | **50,843,905** | **242,285,171** |
| CRHC | 118,109,960 | 4,252,625 | - | - | **122,362,585** | 78,387,702 | - | 3,180,709 | **81,568,411** | **40,794,174** |
| | 298,784,118 | 81,001,590 | (81,966) | 35,787,919 | **415,491,661** | 125,034,745 | (53,467) | 7,431,038 | **132,412,316** | **283,079,345** |
| Machinery & Equipment | | | | | | | | | | |
| CRD | 68,944,170 | 4,378,169 | (2,369,341) | 941,603 | **71,894,601** | 45,350,477 | (2,283,712) | 3,498,706 | **46,565,471** | **25,329,130** |
| CRHC | 37,299,219 | 1,657,528 | - | - | **38,956,747** | 28,281,071 | - | 2,146,423 | **30,427,494** | **8,529,253** |
| | 106,243,389 | 6,035,697 | (2,369,341) | 941,603 | **110,851,348** | 73,631,548 | (2,283,712) | 5,645,129 | **76,992,965** | **33,858,383** |
| Vehicles | | | | | | | | | | |
| CRD | 22,658,220 | 1,092,814 | (278,538) | 294,358 | **23,766,854** | 13,648,230 | (278,538) | 1,622,002 | **14,991,694** | **8,775,160** |
| Land | | | | | | | | | | |
| CRD | 245,140,203 | 15,789,915 | (2,356) | 3,624,930 | **264,552,692** | - | - | - | **-** | **264,552,692** |
| CRHC | 9,496,053 | - | - | - | **9,496,053** | - | - | - | **-** | **9,496,053** |
| | 254,636,256 | 15,789,915 | (2,356) | 3,624,930 | **274,048,745** | - | - | - | **-** | **274,048,745** |
| Land Depletion | | | | | | | | | | |
| CRD | 648,301 | - | - | - | **648,301** | 183,686 | - | 18,523 | **202,209** | **446,092** |
| Land Under Prepaid Lease | | | | | | | | | | |
| CRHC | 6,040,093 | 3,618,550 | - | - | **9,658,643** | 1,901,243 | - | 167,388 | **2,068,631** | **7,590,012** |
| Other Assets | | | | | | | | | | |
| CRD | 17,763,704 | 1,271,919 | - | 3,429,081 | **22,464,704** | 10,418,294 | - | 1,135,704 | **11,553,998** | **10,910,706** |
| | $ 2,058,102,880 | $268,403,198 | $ (12,273,901) | $ (6,265) | **$ 2,314,225,912** | $ 528,530,556 | $ (8,611,248) | $ 33,777,833 | **$553,697,141** | **$ 1,760,528,771** |
| Totals | | | | | | | | | | |
| CRD | 1,887,157,555 | 258,874,495 | (12,273,901) | (6,265) | **2,133,751,884** | 419,960,540 | (8,611,248) | 28,283,313 | **439,632,605** | **1,694,119,279** |
| CRHC | 170,945,325 | 9,528,703 | - | - | **180,474,028** | 108,570,016 | - | 5,494,520 | **114,064,536** | **66,409,492** |
| | $ 2,058,102,880 | $268,403,198 | $ (12,273,901) | $ (6,265) | **$ 2,314,225,912** | $ 528,530,556 | $ (8,611,248) | $ 33,777,833 | **$553,697,141** | **$ 1,760,528,771** |

## 10. ACCUMULATED SURPLUS

| | 2021 | 2020 |
|---|---|---|
| Surplus: | | |
| Invested in tangible capital assets | **$ 1,526,372,142** | $ 1,441,084,439 |
| Operating Funds: | | |
| CRD | **156,134,162** | 97,615,680 |
| CRHC | **2,039,855** | 2,041,596 |
| **Total surplus** | **1,684,546,159** | 1,540,741,715 |

Reserve funds set aside for specific purposes:

| | 2021 | 2020 |
|---|---|---|
| Regional | | |
| Equipment Replacement Fund | **29,544,673** | 25,707,292 |
| Feasibility Study Reserve Fund | **150,241** | 29,737 |
| Office Facilities & Equipment Reserve Fund | **6,368,658** | 7,576,315 |
| Regional Parks Capital Reserve Fund | **12,915,923** | 10,511,571 |
| Solid Waste Capital Reserve Fund | **8,730,881** | 3,468,437 |
| Regional Parks Land Capital Reserve Fund | **1,103,934** | 1,087,386 |
| Regional Parks Legacy Operating Reserve Fund | **15,885** | 15,150 |
| Regional Parks Operating Reserve Fund | **94,704** | 93,285 |
| Regional Planning Services Operating Reserve Fund | **2,298,461** | 2,026,801 |
| Regional Growth Strategy Operating Reserve Fund | **1,569,948** | 1,420,679 |
| Climate Action & Adapt Operating Reserve Fund | **85,456** | 53,001 |
| Regional Source Control Operating Reserve Fund | **515,778** | 483,375 |
| Land Bank & Housing Operating Reserve Fund | **206,353** | 99,447 |
| HAZMAT Incident Response Operating Reserve Fund | **106,444** | 34,589 |
| Emergency Response 911 Communications Project Operating Reserve Fund | **172,903** | 236,840 |
| Solid Waste Operating Reserve Fund | **39,976,688** | 38,784,614 |
| GIS Data Maintenance Operating Reserve Fund | **367** | (1,231) |
| IW ES Ops Operating Reserve Fund | **979,879** | 965,190 |
| ES Water Quality Operating Reserve Fund | **398,285** | 347,455 |
| ES HQ Admin Operating Reserve Fund | **44,741** | 44,071 |
| ES Engineering Operating Reserve Fund | **447,017** | 440,316 |
| ES Protection Operating Reserve Fund | **785,349** | 773,577 |
| Leg&Gen Operating Reserve | **2,227,560** | 1,152,089 |
| Regional Emergency Program Operating Reserve Fund | **91,024** | 93,130 |
| Facility Management Operating Reserve Fund | **106,277** | 91,684 |
| HQ Facility Operating Reserve Fund | **56,600** | 55,752 |
| Sub-Regional | | |
| Royal Theatre Capital Reserve Fund | **867,191** | 1,042,318 |
| S.P.W.W.S. Sewer Debt Reserve Fund | **1,812,916** | 1,936,757 |

**10. ACCUMULATED SURPLUS continued**

| | 2021 | 2020 |
|---|---|---|
| Saanich Peninsula Ice Arena Facility Capital Reserve Fund | **3,908,349** | 3,468,534 |
| Sooke and Electoral Area Recreation & Facilities Capital Reserve Fund | **1,324,496** | 601,006 |
| Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund | **1,258,955** | 4,253,797 |
| Northeast Trunk Sewer Capital Reserve Fund | **-** | 29,583 |
| Sidney Treatment Plant Capital Reserve Fund | **982,118** | 967,396 |
| Saanich Peninsula Water Supply Capital Reserve Fund | **6,221,195** | 7,688,717 |
| McPherson Theatre Capital Reserve Fund | **2,210,452** | 1,857,580 |
| Core Area Wastewater Service Capital Reserve Fund | **3,913,637** | 2,776 |
| Core Area Wastewater Debt Reserve Fund | **6,389,959** | - |
| Seaparc Legacy Operating Reserve Fund | **1,960** | 1,931 |
| North West Trunk Sewer Operating Reserve Fund | **-** | 1,121,229 |
| North East Trunk Sewer Operating Reserve Fund | **-** | 1,348,852 |
| North East Trunk #2 Operating Reserve Fund | **-** | 453,529 |
| East Coast Interceptor Operating Reserve Fund | **-** | 148,720 |
| S.P.W.W.S. Sewer Operating Reserve Fund | **580,413** | 517,714 |
| Arts and Culture Grants Operating Reserve Fund | **305,205** | 269,535 |
| Sooke & EA Rec Facilities Operating Reserve Fund | **26,899** | 21,570 |
| Panorama Recreation Operating Reserve Fund | **312,705** | 63,059 |
| JDF Community Planning Operating Reserve Fund | **315,239** | 255,059 |
| Stormwater Quality Sooke Operating Reserve Fund | **43,550** | 70,847 |
| Stormwater Quality Core Operating Reserve Fund | **191,512** | 78,302 |
| Stormwater Quality Sannich Pen Operating Reserve Fund | **25,101** | 27,632 |
| Saanich Peninsula Source Control Operating Reserve Fund | **45,322** | 50,680 |
| LWMP Onsite Operating Reserve Fund | **329,009** | 111,502 |
| LWMP Peninsula Operating Reserve Fund | **54,632** | 40,947 |
| LWMP Core & WS Operating Reserve Fund | **986,281** | 819,541 |
| Core Area Wastewater Operating Reserve Fund | **7,698,621** | - |
| Building Inspection Operating Reserve Fund | **292,078** | 189,592 |
| Emergency Planning Operating Reserve Fund | **61,439** | 36,311 |
| Local | | |
| Shirley Fire Reserve Fund | **105,985** | 77,974 |
| Southern Gulf Islands Emergency Capital Fund | **261,825** | 248,354 |
| Sooke Community Park Capital Fund | **597,479** | 586,733 |
| Pender Island Park Land Reserve Fund | **36,714** | 36,164 |
| Salt Spring Island Park Land Acquisition Reserve Fund | **912,498** | 860,826 |
| Salt Spring Island Parks & Recreation Capital Reserve Fund | **410,214** | 339,794 |
| Southern Gulf Islands Small Craft Harbour Capital Reserve Fund | **186,129** | 490,495 |
| Galiano Island Parks & Recreation Capital Reserve Fund | **64,905** | 73,807 |
| Saturna Island Park Land Reserve Fund | **3,244** | 3,196 |
| Mayne Island Park Land Reserve Fund | **110,463** | 93,976 |
| North Pender Island Fire Capital Reserve Fund | **349,445** | 404,184 |
| Pender Island Parks & Recreation Commission Fund | **367,005** | 321,175 |
| Saturna Island Parks & Recreation Commission Fund | **74,693** | 64,010 |

**10. ACCUMULATED SURPLUS continued**

| | 2021 | 2020 |
|---|---|---|
| Willis Point Fire & Recreation Capital Reserve | **149,091** | 161,449 |
| Port Renfrew Solid Waste Capital Reserve Fund | **55,260** | 73,400 |
| Magic Lake Sewerage System Capital Reserve Fund | **306,661** | 278,391 |
| Maliview Estates Sewer Capital Reserve Fund | **26,389** | 45,570 |
| Ganges Sewer LSA Capital Reserve Fund | **864,625** | 859,285 |
| Cedars of Tuam Water Capital Reserve Fund | **12,164** | 16,367 |
| Port Renfrew Sewer System Capital Reserve Fund | **7,612** | 21,548 |
| Magic Lake Estates Water System Capital Reserve Fund | **1,151,915** | 816,280 |
| Port Renfrew Sewer & Water System Capital Reserve Fund | **52,500** | 76,878 |
| Lyall Harbour/Boot Cove Water Service Area Capital Reserve Fund | **23,956** | 23,490 |
| Surfside Park Estates Water Capital Reserve Fund | **65,217** | 49,087 |
| Skana Water Service Capital Reserve Fund | **39,384** | 82,024 |
| Sticks Allison Water Capital Reserve Fund | **4,250** | 10,542 |
| Wilderness Mountain Water Capital Reserve Fund | **47,351** | 50,130 |
| Cedar Lane Water Capital Reserve Fund | **42,387** | 74,434 |
| Beddis Water Capital Reserve Fund | **23,782** | 14,544 |
| Fulford Water Capital Reserve Fund | **85,499** | 73,402 |
| Salt Spring Island Park Service Area Capital Reserve Fund | **-** | 1,380 |
| Salt Spring Island Park Capital Reserve Fund | **77,459** | 176,119 |
| Salt Spring Island Pool Facility Capital Reserve Fund | **97,461** | 228,346 |
| Salt Spring Island Emergancy Capital Reserve Fund | **42,572** | 41,934 |
| East Sooke Fire Capital Reserve Fund | **42,999** | 24,485 |
| Salt Spring Island Harbours Capital Reserve Fund | **192,539** | 168,345 |
| Family Court Building Capital Reserve Fund | **322,457** | 222,801 |
| Galiano Community Use Building Capital Reserve Fund | **79,756** | 72,083 |
| SSI Library Building Capital Reserve Fund | **64,670** | 63,136 |
| North Galiano Fire Capital Reserve Fund | **72,554** | 66,404 |
| Salt Spring Island Transport Capital Reserve Fund | **103,392** | 53,350 |
| Salt Spring Island Septage Capital Reserve Fund | **171,856** | 143,416 |
| Highland/Fernwood Water SSI Capital Reserve Fund | **52,129** | 25,744 |
| Port Renfrew Fire Capital Reserve Fund | **47,399** | 46,689 |
| Otter Point Fire Capital Reserve Fund | **25,802** | 19,366 |
| Salt Spring Island Transit Capital Reserve Fund | **43,324** | 52,495 |
| Animal Care Legacy Operating Reserve Fund | **517,235** | 101 |
| Highland/Fernwood Water Operating Reserve Fund | **22,784** | 2,818 |
| Beddis Water Operating Reserve Fund | **9,752** | 15,284 |
| Fulford Water Operating Reserve Fund | **13,576** | 18,256 |
| Cedar Lane Water Operating Reserve Fund | **3,027** | 26,328 |
| SSI Septage Composting Operating Reserve Fund | **12,475** | 14,850 |
| Ganges Sewer Operating Reserve Fund | **73,603** | 38,495 |
| Maliview Sewer Operating Reserve Fund | **29,082** | 6,848 |
| Magic Lake Estates Water Operating Reserve Fund | **59,516** | 118,424 |
| Lyall Harbour Boot Cove Operating Reserve Fund | **815** | 7,592 |
| Skana Water Operating Reserve Fund | **1,041** | 9,820 |
| Sticks Allison Water Operating Reserve Fund | **1,426** | 2,326 |

**10. ACCUMULATED SURPLUS continued**

| | 2021 | 2020 |
|---|---|---|
| Surfside Park Water Operating Reserve Fund | **24,374** | 27,842 |
| Magic Lake Sewer Operating Reserve Fund | **33,825** | 44,740 |
| Cedar Tuam Water Operating Reserve Fund | **11,461** | 11,838 |
| Durrance Road Fire Operating Reserve Fund | **2,517** | 2,211 |
| SGI Emergency Program Operating Reserve Fund | **175,223** | 111,361 |
| SSI Emergency Program Operating Reserve Fund | **62,611** | 31,628 |
| Nuisance & Unsightly Premises Operating Reserve Fund | **11,693** | 2,234 |
| Electoral Area Fire Services Operating Reserve Fund | **336,571** | 316,689 |
| Electoral Area Soil Deposits & Removal Operating Reserve Fund | **70,228** | 67,073 |
| Noise Control Operating Reserve Fund | **15,454** | 8,977 |
| Animal Care Services Operating Reserve Fund | **75,699** | 3,285 |
| SSI Transit Operating Reserve Fund | **302,186** | 244,072 |
| Electoral Area Elections Operating Reserve Fund | **103,359** | 76,873 |
| Stormwater Quality SSI Operating Reserve Fund | **57,225** | 53,385 |
| Stormwater Quality SGI Operating Reserve Fund | **13,535** | 6,693 |
| SSI Economic Development Operating Reserve Fund | **8,680** | 30,181 |
| SSI Transportation Operating Reserve Fund | **13,600** | 10,144 |
| Port Renfrew Sewer Operating Reserve Fund | **349** | 21 |
| Wilderness Mountain Water Operating Reserve Fund | **11,613** | 1,657 |
| Port Renfrew Water Operating Reserve Fund | **4,071** | 2,021 |
| SGI Electoral Area Admin Operating Reserve Fund | **97,705** | 47,981 |
| SGI Economic Development Operating Reserve Fund | **6,493** | 1,516 |
| SSI Community Recreation Operating Reserve Fund | **8,222** | - |
| SSI Pool and Park Land Operating Reserve Fund | **35,689** | 40,000 |
| Capital Region Housing Corporation | **11,079,349** | 9,210,685 |
| **Total reserves** | **170,334,338** | 141,413,419 |
| **Accumulated Surplus** | **$ 1,854,880,497** | $ 1,682,155,134 |

## 11. CONTRACTUAL OBLIGATIONS

a) CAPITAL PROJECTS AND OPERATING CONTRACTS

At December 31, 2021, the District has outstanding commitments to capital projects and operating contracts totaling $173,063,065 (2020 - $69,132,520). The Wastewater Treatment Project accounts for $4,747,376 (2020 - $18,250,210) of the outstanding commitments, and the P3 agreement accounts for $112,120,999 (2020 - $nil).

b) LONG TERM LEASES

The District rents facilities and leases machinery and equipment under long-term operating leases. Future minimum lease payments are as follows:

| | | 2021 | | 2020 |
|---|---|---|---|---|
| 2022 | **$** | **1,005,501** | $ | 2,810,964 |
| 2023 | | **742,550** | | 325,406 |
| 2024 | | **695,186** | | 318,308 |
| 2025 | | **226,445** | | 264,638 |
| 2026 | | **184,691** | | 261,441 |
| **Total future minimum lease payments** | **$** | **2,854,373** | $ | 3,980,757 |

c) PUBLIC PRIVATE PARTNERSHIP

The District has entered into a multiple-year contract with a third party to design, build, finance, operate and maintain a Residuals Treatment Facility. The future obligations under the contract are as follows:

| | Capital Cost & Financing | OM&L Costs | Total Payments |
|---|---|---|---|
| 2022 | $ 5,529,745 | $ 4,691,608 | $ 10,221,353 |
| 2023 | 5,529,745 | 4,798,690 | 10,328,435 |
| 2024 | 5,529,745 | 4,908,111 | 10,437,856 |
| 2025 | 5,529,745 | 5,028,605 | 10,558,350 |
| 2026 | 5,529,745 | 5,727,310 | 11,257,055 |
| Thereafter | 77,416,428 | 86,966,675 | 164,383,103 |
| **Total** | $ 105,065,153 | $ 112,120,999 | $ 217,186,152 |

OM&L costs to be paid to the private partner are contingent on specified performance criteria and will include an estimation of inflation. The asset values are recorded as tangible capital assets and corresponding liabilities are recorded as debt and disclosed in Note 4.

## 12. CONTRACTUAL RIGHTS

a) THIRD PARTIES AGREEMENTS

At December 31, 2021, the District has entered into a number of multi-year contracts with third parties totaling $15,846,560 (2020 - $23,619,027)

b) LONG TERM LEASES

The District has entered into various contracts for rental revenue. The estimated contractual rights under these contracts are as follows:

| | | 2021 | | 2020 |
|---|---|---|---|---|
| 2022 | **$** | **1,687,319** | $ | 1,616,097 |
| 2023 | | **1,552,334** | | 1,436,455 |
| 2024 | | **516,373** | | 1,395,412 |
| 2025 | | **176,018** | | 365,950 |
| 2026 | | **146,018** | | 26,596 |
| | **$** | **4,078,062** | $ | 4,840,510 |

## 13. CONTINGENCIES

a) LAWSUITS

In the normal course of operations, the District is faced with lawsuits for damages of a diverse nature. At year-end, the District's estimated exposure to each such liability is either not determinable or is not considered to be significant. Claims paid by the District as a result of litigation are reported as expenses. Liabilities are recorded upon a determination that a loss is likely and a determination can be made of the estimated amounts.

b) BUILDING ENVELOPE REMEDIATION (BER) - (CRHC)

A number of low income housing buildings are operated by the Capital Region Housing Corporation (CRHC) under agreements with BCHMC. Prior to the signing of the new Umbrella Agreement in 2012, BCHMC provided funding for building envelope failure remediation for BCMHC and Homes BC buildings. In the event CRHC is unable to comply with agreement terms, BCHMC may require repayment of certain BER subsidies.

Funding for future BER for all buildings except for buildings with no operating agreements is subject to future negotiations with BCHMC.

## 14. BUDGET DATA

The budget data presented in these consolidated financial statements is based on the 2021-2025 Financial Plan Bylaw 4409 as approved by the Board on March 24, 2021. Interfund transfers and debt principal payments are removed from the budget, and the CRHC budget is added for presentation in the financial statements. Amortization is not contemplated in development of the budget and, as such, is not included. The table below reconciles the budget surplus reported in the statement of operations to the budget surplus approved by the Board.

The approved budget includes operating expenditures of $296,249,250 for CRD, and $26,143,057 for CRHC.

| | Total |
|---|---|
| Budget annual surplus (deficit) | **$ 62,187,088** |
| Deduct outflows for: | |
| Transfers to reserve funds | **(23,479,779)** |
| Transfers to capital funds | **(21,439,752)** |
| Transfers to equipment replacement fund | **(2,978,732)** |
| Debt principal payments | **(15,539,333)** |
| CRHC transfers to reserve funds | **(2,984,639)** |
| CRHC debt principal payments | **(6,473,744)** |
| Add inflows for: | |
| Transfers from reserve funds | **2,381,783** |
| Prior year net surplus | **8,701,011** |
| CRHC transfers from reserve funds | **65,000** |
| **Annual surplus approved by the Board** | **$ 438,903** |

## 15. GOVERNMENT TRANSFERS

The following government transfers have been included in revenues:

| | | 2021 | | 2020 |
|---|---|---|---|---|
| Federal | **$** | **46,185,285** | $ | 42,855,140 |
| Provincial | | **95,418,970** | | 142,109,163 |
| Local | | **116,797,917** | | 117,133,370 |
| | **$** | **258,402,172** | $ | 302,097,673 |

Federal Government transfers include $35,750,000 (2020 - $36,174,635) relating to the Core Area Wastewater Treatment Project and $5,800,000 (2020 - $4,200,000) relating to the Regional Housing First Program (RHFP). Provincial Government transfers include $62,000,000 (2020 - $124,000,000) relating to the Core Area Wastewater Treatment Project. Local Government transfers include tax levies collected by the Province and municipalities on behalf of the District.

## 16. PENSION PLAN

The District and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a $2,866 million funding surplus for basic pension benefits on a going concern basis.

The District paid $5,219,059 (2020 - $5,168,746) for employer contributions to the plan in fiscal 2021, while employees contributed $4,613,723 (2020 - $4,607,461) to the plan in fiscal 2021.

The next valuation will be as at December 31, 2021, with results available later in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

## 17. RELATED PARTY TRANSACTIONS

The Capital Regional Hospital District (CRHD) is a related party to the CRD. The Board of Directors for each entity is comprised of the same individuals. As legislated by the Hospital District Act, the officers and employees of the CRD are the corresponding officers and employees of the CRHD. The CRD and CRHD are separate legal entities as defined by separate Letters Patent and authorized by separate legislation. During the year the CRHD purchased, at cost, $763,651 (2020 - $727,404) of administrative support and project management services from the CRD, of which $nil (2020 - $16,622) of project management services was capitalized.

The Regional Housing First Program (RHFP) is a partnership between the CRD, the Provincial government, and the Federal government to provide capital funding to affordable housing projects in the region. The CRD, CRHC and CRHD will invest a combined $40 million towards projects. In 2018, a RHFP project management office was created to support the delivery of the program. During the year, the CRHD contributed $143,978 (2020 - $141,154) and the CRHC contributed $64,790 (2020 - $63,520) to the CRD, to cost share in administrative support and project management services.

On March 22, 2021, as part of the RHFP, the CRD purchased Hockley House and entered into a 60-year prepaid lease in the amount of $23,807,370 and a 35-year operator agreement with the CRHC. The CRHC secured 35-year mortgage financing to fund the prepaid lease.

## 18. GVLRA - CUPE LONG-TERM DISABILITY TRUST

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association (GVLRA) representing a number of employers and the Canadian Union of Public Employees (CUPE) representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The employers and employees each contribute equal amounts into the Trust. The District paid $418,978 (2020 - $379,157) for employer contributions and District employees paid $418,978 (2020 - $379,157) for employee contributions to the plan in fiscal 2021. Based upon most recent information, at December 31, 2020, the total plan provision for approved and unreported claims was $21,661,600 with a net surplus of $4,450,361.

## 19. SEGMENTED REPORTING

The District is a diversified regional government that provides a wide range of services to its stakeholders. For management reporting purposes, the District's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

District services are provided by departments and their activities are reported within these funds. Certain functions have been separately disclosed as segmented information, along with accounting for the services they provide as follows:

**Water Services:**

Water Services operations include responsibility for the supply of wholesale water to the core municipalities, distribution to the Saanich Peninsula, the Westshore Communities, and Sooke. This segment also includes accountability for a number of local water service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

**Sewer Services:**

Sewer Services operations include responsibility for the design, build, and operation of sewage collection, treatment, and disposal systems in the District. This includes the accountability for liquid waste in the core area and a number of local sewer service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

**Environmental Health Services:**

Environmental Health Services operations are responsible for solid waste management and related environmental assessment and regulatory programs. The department provides municipal solid waste disposal and recycling services.

**Recreation and Cultural Services:**

Recreation and Cultural Services operations provide a wide variety of facilities and programs to residents of the capital region. Regional Parks is responsible for establishing and protecting a network of regional parks. Three recreation centers are operated in Sooke, Sidney, and Ganges. There are a number of parks and recreation programs located throughout the Southern Gulf Islands.

**19. SEGMENTED REPORTING continued**

**General Government Services:**

General Government Services operations are responsible for providing the functions of Corporate Services (Financial Services, GIS & Information Technology, Business Development, Risk Management, Payroll, Arts Development, and Facilities Management), Administration (Human Resources and Corporate Communications), and Planning and Protective Services.

**Capital Region Housing Corporation:**

The CRHC is a wholly-owned subsidiary of the Capital Regional District. It was incorporated under the laws of British Columbia Company in 1982 and its principal activity is the provision of rental accommodation for citizens of the District. The CRHC operates properties with 1,893 housing units.

The following page provides additional Segmented Information. The accounting policies used in these segments are consistent with those followed in preparation of the financial statements as disclosed in Note 1.

## 19. SEGMENTED REPORTING continued

**Year ended December 31, 2021**

| | Water Services | Sewer Services | Environmental Health Services | Recreation and cultural services | General government services | Capital Region Housing Corporation | 2021 |
|---|---|---|---|---|---|---|---|
| Revenue | | | | | | | |
| Government transfers | $ 1,970,095 | $156,328,016 | $ 925,799 | $ 35,079,241 | $ 55,275,963 | $ 8,823,058 | **$ 258,402,172** |
| Sale of services | 57,516,795 | 2,069,125 | 23,963,993 | 3,041,915 | 1,180,921 | - | **87,772,749** |
| Other revenue | 6,508,934 | 2,272,301 | 7,954,149 | 6,245,808 | 10,881,326 | - | **33,862,518** |
| Affordable housing - rental income | - | - | - | - | - | 21,786,171 | **21,786,171** |
| Actuarial adjustment of long-term debt | 3,437,081 | 1,425,213 | (110,123) | (977,038) | 1,771,527 | - | **5,546,660** |
| | 69,432,905 | 162,094,655 | 32,733,818 | 43,389,926 | 69,109,737 | 30,609,229 | **407,370,270** |
| Expenses | | | | | | | |
| Salaries, wages and benefits | 15,114,556 | 4,086 | 2,821,078 | 13,879,511 | 39,089,753 | 3,570,342 | **74,479,326** |
| Contract for services and consultants | 2,258,642 | 5,048,299 | 9,253,087 | 558,260 | 5,139,548 | 3,513,283 | **25,771,119** |
| Repairs and maintenance | 136,832 | 366,047 | 2,000,473 | 590,576 | 731,960 | 1,231,145 | **5,057,033** |
| Supplies | 1,439,862 | 3,106,714 | 114,357 | 987,488 | 1,904,669 | 118,992 | **7,672,082** |
| Utilities | 1,231,790 | 2,584,665 | 87,172 | 812,667 | 536,130 | 1,886,353 | **7,138,777** |
| Amortization of tangible capital assets | 13,470,525 | 25,683,277 | 2,429,223 | 4,326,434 | 7,431,094 | 5,170,130 | **58,510,683** |
| Interest on debt | 3,606,693 | 7,574,155 | 47,890 | 558,482 | 6,622,247 | 3,282,707 | **21,692,174** |
| Other expenses | 3,501,531 | 17,301,191 | 6,067,762 | 7,476,921 | (2,030,001) | 2,006,309 | **34,323,713** |
| | 40,760,431 | 61,668,434 | 22,821,042 | 29,190,339 | 59,425,400 | 20,779,261 | **234,644,907** |
| **Annual Surplus** | $ 28,672,474 | $100,426,221 | $ 9,912,776 | $ 14,199,587 | $ 9,684,337 | $ 9,829,968 | **$ 172,725,363** |

## 19. SEGMENTED REPORTING continued

**Year ended December 31, 2020**

| | Water Services | Sewer Services | Environmental Health Services | Recreation and cultural services | General government services | Capital Region Housing Corporation | 2020 |
|---|---|---|---|---|---|---|---|
| Revenue | | | | | | | |
| Government transfers | $ 3,737,922 | $213,889,255 | $ 913,120 | $ 32,504,597 | $ 47,574,036 | $ 3,478,743 | **$ 302,097,673** |
| Sale of services | 51,428,174 | 2,081,443 | 20,792,646 | 2,187,141 | 1,225,818 | - | **77,715,222** |
| Other revenue | 7,028,032 | 4,167,173 | 7,610,159 | 3,938,605 | 8,386,399 | - | **31,130,368** |
| Affordable housing - rental income | - | - | - | - | - | 17,037,803 | **17,037,803** |
| Actuarial adjustment of long-term debt | 3,143,110 | 1,434,028 | (1,269,736) | (1,157,042) | 3,046,238 | - | **5,196,598** |
| | 65,337,238 | 221,571,899 | 28,046,189 | 37,473,301 | 60,232,491 | 20,516,546 | **433,177,664** |
| Expenses | | | | | | | |
| Salaries, wages and benefits | 14,481,694 | - | 2,652,149 | 12,936,801 | 35,812,437 | 2,992,564 | **68,875,645** |
| Contract for services and consultants | 2,350,596 | 2,442,092 | 8,611,890 | 484,106 | 4,820,329 | 3,364,299 | **22,073,312** |
| Repairs and maintenance | 87,477 | 202,976 | 2,286,475 | 574,273 | 631,927 | 949,822 | **4,732,950** |
| Supplies | 1,220,187 | 597,492 | 151,983 | 837,320 | 1,920,021 | 138,677 | **4,865,680** |
| Utilities | 1,082,054 | 973,807 | 95,590 | 771,326 | 512,387 | 1,451,945 | **4,887,109** |
| Amortization of tangible capital assets | 12,448,939 | 5,181,516 | 2,330,904 | 3,815,771 | 4,506,182 | 5,494,521 | **33,777,833** |
| Interest on debt | 3,781,544 | 3,757,920 | 122,760 | 503,409 | 6,779,646 | 2,127,930 | **17,073,209** |
| Other expenses | 1,364,937 | 12,609,153 | 5,649,025 | 6,971,125 | (1,282,485) | 1,230,469 | **26,542,224** |
| | 36,817,428 | 25,764,956 | 21,900,776 | 26,894,131 | 53,700,444 | 17,750,227 | **182,827,962** |
| **Annual Surplus** | $ 28,519,810 | $195,806,943 | $ 6,145,413 | $ 10,579,170 | $ 6,532,047 | $ 2,766,319 | **$ 250,349,702** |

## 20. FINANCIAL RISKS AND CONCENTRATION OF RISK

The District is potentially exposed to credit risk, market and interest rate risk, liquidity risk, and foreign exchange risk from the District's financial instruments. Qualitative and quantitative analysis of the significant risks from the District's financial instruments is provided below by type of risk.

a) CREDIT RISK

Credit risk primarily arises from the District's cash and cash equivalents, accounts receivable and portfolio investments. The risk exposure is limited to their carrying amounts at the date of the statement of financial position.

Accounts receivable primarily consist of amounts receivable from government organizations, residents and financial institutions. To reduce the risk, the District regularly reviews the collectability of its accounts receivable and if needed, will establish an allowance based on its best estimate of potentially uncollectible amounts. As at December 31, 2021, the amount of allowance for doubtful debts was nil (2020 - nil). The District historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

b) MARKET AND INTEREST RATE RISK

Market risk is the risk that changes in market prices and inputs, such as interest rates, will affect the District's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

The District manages market risk by holding cash balances with top rated Canadian Schedule I financial institutions. The portfolio investments are managed following the investment policy which is approved by the District's Board of Directors. The District periodically reviews its investments and is satisfied that the portfolio investments are being managed in accordance with the investment policy.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The District's investments are disclosed in Note 2 and changes in the fair value of investments have parallel changes in unrealized gains or losses until realized on disposal. The District's exposure to interest rate risk in relation to debt instruments is limited to long-term debt and short-term financing. The risk applies only to long-term debt when amortization periods exceed the initial locked-in term. Short-term financing is subject to daily float rates, which can result in variability over the course of short-term financing. Interest rate risk related to debt instruments is managed through budget and cash forecasts. Interest rate risk relating to mortgages is mitigated by the subsidy assistance received from BCHMC and CMHC which is based on mortgage principal and interest payments.

There has been no change to the interest rate risk exposure from 2020.

c) LIQUIDITY RISK

Liquidity risk is the risk that the District will not be able to meet its financial obligations as they become due. The District manages liquidity risk by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financial activities to ensure that its financial obligations are met.

**20. FINANCIAL RISKS AND CONCENTRATION OF RISK continued**

d) FOREIGN EXCHANGE RISK

The District has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The foreign currency financial instruments are short-term in nature and do not give rise to significant foreign currency risk.

**21. COMPARATIVE INFORMATION**

Certain 2020 comparative information has been reclassified to conform with the financial statement presentation adopted for the current year.

# !/)$540$ +, =$%4&$*#".+&P QR:$&'$'S Q%:0+T$$'

.&2 *E%Q%"2%)8%&G%0%-#%2CV JDJC

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| ACHUFF, MICHAEL | Environmental Science Officer 2 | $ 79,720 | $ - | $ 79,720 |
| ACOSTA, GUILLERMO | Technical Services Technician 2 | 80,256 | 288 | 80,544 |
| ADAMS, DOUGLAS | Environmental Science Officer 2 | 80,162 | - | 80,162 |
| ALSDORF, MELANIE L | Manager, Program Services, PRC | 120,204 | 380 | 120,584 |
| AMES, CAROLINE | Financial Analyst 2 | 73,783 | 5,087 | 78,870 |
| ANDERSON, REGAN | Financial Analyst 4 | 80,753 | 1,814 | 82,567 |
| ANDERSON, SAM | Utility Operator 3 | 91,027 | 854 | 91,881 |
| ANDRIE, STUART | Property Manager 3 | 75,918 | 640 | 76,559 |
| ARNET, JESSICA | Property Systems Officer | 85,336 | 738 | 86,074 |
| ARTHUR, DEREK R | Sr Technical Services Technician | 93,905 | - | 93,905 |
| BADER, MATHEW | Financial Analyst 2 | 84,581 | 998 | 85,579 |
| BANDRINGA, NATALIE | Research Planner | 93,207 | - | 93,207 |
| BARCLAY, JEFF | Utility Operator 2 | 95,637 | 811 | 96,448 |
| BARNARD, KEVIN | Environmental Science Officer 2 | 80,151 | - | 80,151 |
| BARNES, DEVON | Sr Supv., Wildfire Sec. & Emerg Resp. | 77,124 | 554 | 77,677 |
| BARNES, MICHAEL | Sr. Mgr, Capital Health&Plng Strategies | 138,288 | 94 | 138,382 |
| BAYNES, CARISSA | Manager Housing Facilities & Maintenance | 90,820 | 531 | 91,351 |
| BENJAMIN, TOM H | Business Systems Analyst | 103,893 | - | 103,893 |
| BENNETT, SCOTT | Manager, Technical Services | 130,637 | 2,708 | 133,345 |
| BETANZO, ADRIAN | Technical Services Technician 2 | 81,564 | 353 | 81,916 |
| BEWLEY, GRAHAM | Waterworks/Wastewater Supervisor | 134,708 | 1,736 | 136,444 |
| BEZEAU, JEAN-PAUL | GIS Technologist 2 | 85,336 | - | 85,336 |
| BIGGS, RYAN | Watershed Technician 2 | 102,839 | 623 | 103,462 |
| BINKS, ROB | Field Supervisor, Water Operations | 119,149 | 408 | 119,557 |
| BIRD, ARON | Business Systems Analyst | 91,670 | - | 91,670 |
| BISSENDEN, LEIGH | Utility Operator 4 | 98,479 | 726 | 99,205 |
| BLACKWELL, WARREN | Utility Operator Team Lead | 126,587 | 1,683 | 128,270 |
| BLANEY, JENNIFER | Manager Water Quality Laboratory | 120,204 | 664 | 120,868 |
| BLUNDELL, GREG | Treatment Plant Operator 2 | 90,064 | 408 | 90,472 |
| BOOTH, MONIQUE | Manager, Communication Services | 119,753 | - | 119,753 |
| BOYNE, NATHAN | Fire Warden Protection Assistant | 108,930 | 176 | 109,106 |
| BRADLEY, JAMES | Utility Operator 2 | 98,129 | 2,379 | 100,508 |
| BRADLEY, JULIE | GVLRA Executive Director | 145,700 | - | 145,700 |
| BRENAY, JAMES | Utility Operator 4 | 95,786 | 1,148 | 96,935 |
| BREWSTER, LORRAINE E | Senior Manager, Panorama Recreation | 142,019 | 366 | 142,385 |
| BRIDGES, GEORGE | Utility Operator 4 | 99,984 | 347 | 100,331 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| BRIDGES, GORDIE | Utility Operator 4 | 110,364 | 356 | 110,720 |
| BRIDGEWOOD, DAVID-JOHN | Senior Financial Officer | 90,859 | 998 | 91,856 |
| BROOKS, SKYLAR | Utility Operator 3 | 93,350 | 889 | 94,240 |
| BROWN, ROGER | Utility Operator 4 | 85,074 | 109 | 85,183 |
| BUCKLAND, NIGEL | Watershed Technician 2 | 109,648 | 1,644 | 111,291 |
| BURR, RICHARD | Local Utility Operator 2 | 95,976 | 1,865 | 97,841 |
| BURRELL, MICHAEL G | GIS Technologist 2 | 85,409 | 2 | 85,410 |
| BURROWS, NIGEL | Mgr, Wildfire, Security & Emergency Resp | 120,204 | 630 | 120,834 |
| BURTON, THOMAS | Engineer 5 | 108,611 | 644 | 109,255 |
| BUTTS, JOHN | Utility Operator 4 | 114,176 | 1,276 | 115,452 |
| BYRCH, SHARON | Manager Information Services | 120,204 | 812 | 121,016 |
| CAIN, CAMERON | Electrical & Instrumentation Team Lead | 140,376 | 1,131 | 141,507 |
| CAIRD, DAVID | Manager, HR Operations & Empl Benefits | 110,939 | 1,141 | 112,080 |
| CAMERON, ROSS | Manager, Risk and Insurance | 130,637 | - | 130,637 |
| CAMPBELL, KARLA | Sr Manager SSI Administration | 142,011 | 958 | 142,969 |
| CAMPBELL, SARAH | Manager Human Resources & Org Devel | 84,071 | - | 84,071 |
| CANNEN, ROMULO | Systems Officer | 98,120 | - | 98,120 |
| CARBY, SHAWN | Senior Manager, Protective Services | 142,019 | 768 | 142,788 |
| CAREY, STEVEN | Manager Legal Services | 130,637 | 4,261 | 134,898 |
| CARLSON, RICHARD | Senior Heavy Duty Mechanic | 108,407 | - | 108,407 |
| CARMICHAEL, DOUG | GIS Technologist | 75,207 | 1,158 | 76,364 |
| CHAN, NELSON | Chief Financial Officer | 247,528 | 2,184 | 249,713 |
| CHAPMAN, JONATHAN | Electronics Technologist | 83,612 | - | 83,612 |
| CHOKKALINGAM, SENTHIL | Manager SAP Technical Services | 138,296 | 413 | 138,709 |
| CHRISTENSEN, MAXWELL | Systems Analyst | 82,491 | - | 82,491 |
| CHYTILOVA, VANDA | Manager Enterprise Resource Planning | 142,019 | 783 | 142,802 |
| CLANCY, DAVE | Program Director, CAWTP | 454,694 | 5,788 | 460,482 |
| CONSTABEL, ANNETTE | Senior Manager, Watershed Protection | 160,520 | 1,289 | 161,809 |
| COWLEY, MALCOLM | Manager, Wastewater Eng & Planning | 138,296 | 1,510 | 139,807 |
| CRANWELL, MARK | Building Plumbing Inspector | 88,925 | 3,758 | 92,683 |
| CULLEN, CLAYTON | Field Supervisor Water Operations | 113,258 | 1,467 | 114,725 |
| CURNOW, STEVEN | Manager Watershed Protection Operations | 120,213 | 623 | 120,836 |
| CURTIS, MATTHEW | Manager Facilities & Operations | 114,202 | 646 | 114,848 |
| DALES, JASON A | Manager Water Transmission Operations | 118,036 | 1,407 | 119,443 |
| DEANE, VICTOR | Manager Water Treatment & Operations | 120,204 | 1,660 | 121,864 |
| DEELSTRA, CHRISTY | Maintenance Management Coordinator | 80,808 | - | 80,808 |
| DELGADILLO LOPEZ, FRANCISCA | Manager, Strategic Planning | 116,841 | 355 | 117,196 |
| DESPINS, MARC | Financial Analyst 4 | 76,990 | 1,020 | 78,010 |
| DOBOS, TONY | Assistant Bylaw Enforcement Officer | 86,413 | - | 86,413 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| DOUILLARD, JAY | Research Planner | 82,800 | 30 | 82,830 |
| DREW, BRAD | Park Facility Coordinator | 85,447 | 603 | 86,050 |
| DUNN, WENDY | Environmental Science Officer 2 | 80,308 | 1,829 | 82,137 |
| DUPUIS, JESSICA | Environmental Science Officer 2 | 80,269 | 448 | 80,717 |
| DURKIN, CHRISTOPHER | Industrial Mechanic | 109,546 | 509 | 110,055 |
| DUTHIE, TANYA | Manager IWS Administration | 78,515 | 243 | 78,757 |
| EAM, SAMBO | Manager Financial Reporting | 116,291 | 2,670 | 118,961 |
| EARLE, HAYDEN A | Field Supervisor Water Operations | 144,553 | 997 | 145,550 |
| EAST, ERICA | Maintenance Planner and Scheduler | 94,606 | 8 | 94,614 |
| EDWARDS, KELLY | GIS Technologist 2 | 88,243 | - | 88,243 |
| ELLIOTT, DONALD | Sr Manager Regional Housing | 141,394 | 2,452 | 143,846 |
| ELLIOTT, NICOLE | Environmental Science Officer 4 | 95,501 | - | 95,501 |
| FAFARD, DREW | Supervisor Technical Services | 127,999 | 1,472 | 129,471 |
| FALCONER, KEVIN | Utility Operator 4 | 86,320 | 356 | 86,676 |
| FERNANDEZ, CARLOS | Electronics Technologist | 151,663 | 798 | 152,461 |
| FERRIS, ELIZABETH | Environmental Science Officer 4 | 96,746 | 1,499 | 98,245 |
| FORBES, SARAH | GIS Technologist 2 | 88,243 | - | 88,243 |
| FOWLER, DEANNA | Administrative Officer 1 | 75,425 | - | 75,425 |
| FOWLES, ROBERT | Manager Construction & Capital Projects | 116,280 | 165 | 116,445 |
| FRANK, BEATRICE | Research Planner | 91,027 | 431 | 91,457 |
| FRANKLIN, PHILLIP R | Mechanic 4 | 89,287 | 90 | 89,377 |
| FRASER, ANGELA | Financial Advisor | 78,230 | 1,156 | 79,385 |
| FREDERICK, JOSHUA | Manager, Project Engineering | 131,777 | 778 | 132,554 |
| FUDGE, CRYSTAL | Environmental Technician 2 | 83,076 | 491 | 83,567 |
| GANN, MARK A | Forestry Crew 4 | 89,450 | - | 89,450 |
| GARDNER, DAVID | Senior Operator 3 Team Lead | 105,980 | 702 | 106,682 |
| GARDNER, JAMES (TOBI) | Engineer 4 | 99,598 | 1,027 | 100,625 |
| GEORGE, JUSTIN | Mechanic 4 | 85,959 | 33 | 85,992 |
| GILLETT, MOLLY | Utility Operator 1 | 73,515 | 2,008 | 75,524 |
| GIRARD, ROB | Industrial Mechanic | 111,355 | 528 | 111,883 |
| GIRARDET, JEFFERY A. | Water Maint. Op 4/Heavy Duty Equip. Op. | 99,317 | 356 | 99,673 |
| GORMAN, ROB J | Network Analyst | 121,783 | 94 | 121,877 |
| GOSPER, DAMON | Engineer 5 | 119,255 | 1,354 | 120,609 |
| GOVAN, JAMES | Facility Maintenance Supervisor | 98,116 | 230 | 98,346 |
| GRAY, ZOE | Mgr, Website & Multimedia Development | 120,213 | 25 | 120,238 |
| GREEN, DALE M | Senior Environmental Science Officer | 102,641 | 917 | 103,558 |
| GREENO, MATTHEW | Environmental Analyst | 81,805 | - | 81,805 |
| GRIGG, SHARON | Manager of Operations | 128,265 | 366 | 128,632 |
| GULLEKSON, GEOFF | Electronics Technologist | 108,461 | 2,275 | 110,736 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| HAAS, TIM | Field Supvr Electrical & Instrumentation | 151,821 | 2,551 | 154,372 |
| HALL, FRASER | Technical Services Technician 4 | 91,330 | 1,129 | 92,458 |
| HANCOCK, ADAM | Parks Operations Team Lead | 106,908 | 519 | 107,426 |
| HARDIMAN, LAURA | Manager Asset Management | 87,355 | 927 | 88,282 |
| HARRIS, DAVID | Mechanic 4 | 87,914 | 121 | 88,035 |
| HARRIS, GLENN | Sr Manager Environmental Protection | 162,624 | 975 | 163,599 |
| HARRIS, WILLIAM (KIRK) | Senior Parks Maintenance Worker | 91,647 | 2,998 | 94,645 |
| HAWTHORNE, SCOTT M | Field Supervisor Waterworks/Wastewater | 132,958 | 2,425 | 135,383 |
| HAYNES, LEROY THOMAS | Utility Operator 3 | 76,545 | 562 | 77,107 |
| HEIDARYKHAGEPOOR, PARISA | Manager Project Controls | 319,547 | 16 | 319,564 |
| HEMUS, BURN M | Operations Chargehand | 95,236 | - | 95,236 |
| HENDERSON, CORAL-LEE | Administrative Coordinator 2 | 84,245 | 142 | 84,387 |
| HENDERSON, STEPHEN | Manager Real Estate Services | 138,288 | 2,996 | 141,283 |
| HENNIGAN, DAVID | Sr Mgr, Information Technology & GIS | 160,415 | 1,915 | 162,330 |
| HICKS, JOHN | Transportation Planner | 108,647 | 674 | 109,321 |
| HLIVA, ADAM | Field Supervisor Waterworks/Wastewater | 131,655 | 739 | 132,394 |
| HOGARTH, JARROD | Utility Operator 3 | 84,438 | 305 | 84,743 |
| HOGE, ANDREW | Manager, Corporate Finance & Treasury | 129,873 | 1,406 | 131,279 |
| HOGLUND, COLLEEN | Manager Program Services SEAPARC | 106,434 | 1,381 | 107,816 |
| HOLMES, JENNIFER | Business System Support Technician | 82,814 | 143 | 82,957 |
| HOWARD, KEITH | Treatment Plant Operator | 102,721 | 557 | 103,278 |
| HOZACK, JOHN | Supervisor Hartland Maintenance & Ops | 127,507 | 771 | 128,278 |
| HUTCHESON, LARISA | GM, Parks & Environmental Services | 217,548 | 2,693 | 220,241 |
| ILUK, DAVID | Utility Operator 3 | 97,071 | 222 | 97,294 |
| INGRAHAM, ROBERT N | Manager, Occupational Health and Safety | 130,629 | 4,909 | 135,537 |
| IRG, SHAYNE | Sr Manager Water Infrastructure Ops | 139,504 | 1,012 | 140,516 |
| IRWIN, MARIE | Environmental Science Officer 3 | 91,229 | 156 | 91,385 |
| JASINSKY, DENIS | Field Supervisor Wastewater | 136,678 | 283 | 136,960 |
| JEFFERIES, ANDREW | Treatment Plant Operator 2 | 103,796 | 776 | 104,571 |
| JENKINSON, CAROLYN | Manager, Executive Admin/Exec.Assist. | 87,229 | 645 | 87,873 |
| JESNEY, IAN | Sr Manager, Infrastructure Engineering | 160,528 | 1,297 | 161,825 |
| JO, KYU-CHANG | Senior Financial Advisor | 91,527 | 1,113 | 92,640 |
| JOBSIS, MARK | Business Systems Analyst | 93,470 | - | 93,470 |
| JOHANSSON, KENNETH | Manager Business Systems | 125,228 | 1,080 | 126,308 |
| JONES, BETHANY | Manager Financial Systems & Reporting | 130,645 | 2,931 | 133,576 |
| JONES, WAYNE M | Utility Operator 4 | 91,570 | 752 | 92,322 |
| KELLY, JARED | Engineer 5 | 127,004 | 512 | 127,516 |
| KEMLE, KRISTIN | Property Manager 3 | 83,446 | 921 | 84,367 |
| KHAN, USAMA | Network Analyst | 101,690 | - | 101,690 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| KICKHAM, PETER | Manager Environmental Regulations | 120,213 | 1,026 | 121,239 |
| KILVERT, TODD | Technical Services Technician 2 | 80,210 | 411 | 80,621 |
| KIM, KEVIN (SANG HYUN) | Manager Privacy and FOI | 115,510 | 663 | 116,172 |
| KING, MARTINE | Recreation Program Coordinator 3 | 77,014 | 92 | 77,106 |
| KING, SUSAN | Senior Project Coordinator | 94,971 | 494 | 95,465 |
| KNOESTER, ERIC | Recreation Program Coordinator 3 | 75,109 | 2 | 75,111 |
| KOLIC, JOE | Electrician 2 | 139,924 | 497 | 140,421 |
| KORNELSON, JAMES | Electrician 2 | 97,452 | 222 | 97,674 |
| KOZAK, CRAIG | Treatment Plant Operator 2 | 103,635 | 313 | 103,948 |
| KROENING, JAMES R. | Senior Operator 3 Team Lead | 115,615 | 420 | 116,034 |
| KRUGER, ALLAN | Senior Operator 2 | 135,009 | 2,391 | 137,400 |
| KUZMAN, MICHAEL | Utility Operator 3 | 113,421 | 3,272 | 116,693 |
| LACHANCE, RIANNA | Senior Manager Financial Services | 161,944 | 2,664 | 164,608 |
| LAGOA, MARLENE | Deputy Corporate Officer | 107,405 | 299 | 107,704 |
| LAMBERT, KATHARINE (KATE) | Senior Property Manager | 79,182 | 18 | 79,200 |
| LAPHAM, ROBERT * | Chief Administrative Officer | 430,695 | 3,785 | 434,480 |
| LATHIGEE, JONATHAN | Senior GIS Administrator | 122,426 | - | 122,426 |
| LAVIGUEUR, ERIC | Maintenance Management Coordinator | 80,720 | - | 80,720 |
| LAWRENCE, IAIN | Manager, Local Area Planning | 132,077 | 2,055 | 134,132 |
| LAZARO, DIANNE | Systems Officer | 99,354 | 5,696 | 105,050 |
| LEAHY, JEFFREY | Senior Manager, Regional Parks | 160,528 | 398 | 160,926 |
| LEE, PATRICIA | Senior Financial Officer | 91,192 | 1,112 | 92,304 |
| LEE, WENDY J | Laboratory Coordinator | 80,264 | 49 | 80,313 |
| LEMMON, KIMBERLY | Manager Planning and Development | 109,068 | 2,305 | 111,373 |
| LESPERANCE, BRUCE | Facility Maintenance Coordinator | 79,044 | - | 79,044 |
| LICK, STACEY | Senior CAD/GIS Technologist | 90,176 | 400 | 90,576 |
| LINDSAY, CHRISTOPHER | Wildfire Security & Emerg Response Asst | 81,399 | 475 | 81,874 |
| LITTLEJOHN, WARREN | Senior Supervisor, Roads | 123,216 | 728 | 123,944 |
| LIU, ANDY | Manager, Environmental Engineering | 138,272 | 1,454 | 139,727 |
| LOCKE, HENRY | Draftsperson 3 | 80,098 | - | 80,098 |
| LORETTE, KEVIN | GM, Planning & Protective Services | 215,660 | 1,753 | 217,413 |
| LOWE, CHRIS | Environmental Science Officer 4 | 96,898 | 1,065 | 97,963 |
| LUNDRIE, ZACHARY | Recreation Program Coordinator 2 | 73,634 | 2,900 | 76,534 |
| LYNK, TYLER | Utility Operator 3 | 93,093 | 278 | 93,371 |
| LYON, GORDON | Utility Operator 3 | 88,318 | 718 | 89,036 |
| LYONS, SHIRLEY | Environmental Science Officer 2 | 80,226 | 302 | 80,527 |

*To recognize the additional responsibility of being appointed as the Project Board Director on the Core Waste Water Treatment Project, the CRD Board approved a base salary adjustment for years 2016 to 2021, which was payable at the end of the project in 2021.

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| MACDONALD, MIEKO | Systems Officer | 98,195 | - | 98,195 |
| MACINTYRE, MICHAEL | Manager Park Operations | 120,213 | 111 | 120,323 |
| MADILL, KEN | Project Manager, CAWTP Plant | 273,103 | - | 273,103 |
| MAHER, KELLY | Utility Operator 4 | 96,244 | 2,582 | 98,826 |
| MALONEY, JEFFREY | Senior Operator 3 Team Lead | 112,733 | 1,479 | 114,212 |
| MANN, MATT | Maintenance Management Coordinator | 80,747 | - | 80,747 |
| MANNING, ANTHONY | Electrician 2 | 98,635 | 3,446 | 102,081 |
| MARR, JOSEPH | Manager Water Distrib Eng & Planning | 138,288 | 644 | 138,932 |
| MARTIN, DARREN W | Database Administrator | 154,305 | 32 | 154,337 |
| MASON, SCOTT | Manager, Water Engineering & Planning | 138,296 | 1,256 | 139,552 |
| MAY, STEPHEN | Sr Manager, Facilities Mgmt & Eng Serv | 160,528 | 2,363 | 162,891 |
| MCALOON, JAMES A | Engineer Technician 2 | 80,198 | - | 80,198 |
| MCCOUBREY, PATRICK | Security Chargehand | 106,208 | 167 | 106,374 |
| MCCRANK, MATTHEW | Sr Manager Wastewater Infrastructure Ops | 160,519 | 1,890 | 162,410 |
| MCDONOUGH, JEFF | Electrician 2 | 91,889 | 630 | 92,520 |
| MCINTYRE, SHAWN | Maintenance Planner and Scheduler | 94,714 | 41 | 94,755 |
| MCLORG, MICHAEL F | GIS Technologist 2 | 85,373 | - | 85,373 |
| MCNEILL, JAMES | Landfill Technician | 79,963 | 209 | 80,172 |
| MCPHERSON, SCOTT | Treatment Plant Operator 2 | 101,928 | 403 | 102,331 |
| MCQUARRIE, CHRISTINE | Manager, Human Resources | 130,628 | 549 | 131,177 |
| MEDLAND, JOHN (MICHAEL) | Senior Financial Advisor | 103,163 | 1,593 | 104,756 |
| MEDLER, DEREK | Utility Operator 3 | 75,623 | 326 | 75,949 |
| MENZIES, CURTIS | Utility Operator 3 | 79,070 | 848 | 79,918 |
| MIDDLETON, DAVID | Utility Operator Team Lead | 94,657 | 663 | 95,321 |
| MILLER, JACEY | Industrial Mechanic | 112,618 | 529 | 113,147 |
| MINARD, KAREN (CLAIRE) | Financial Analyst 4 | 85,204 | - | 85,204 |
| MITTAL, MADHU | Engineer 5 | 92,030 | 625 | 92,656 |
| MOCH, CHRISTOPH | Manager, Drinking Water Quality | 130,637 | 933 | 131,570 |
| MODAK, LISA | Information Technician 5 | 85,263 | - | 85,263 |
| MOONEY, JOHN | Parks Operations Supervisor | 113,461 | 106 | 113,567 |
| MOORE, ALLAN W | Systems Officer | 96,642 | - | 96,642 |
| MOORE, CHRISTOPHER | Environmental Analyst | 80,663 | - | 80,663 |
| MORBEY, NATHANIEL | Senior Financial Advisor | 97,042 | 998 | 98,040 |
| MORLEY, KRISTEN | GM Corporate Services | 200,667 | 2,493 | 203,160 |
| MOSS, TRACEY | Manager Visitor Experience & Stewardship | 112,505 | 154 | 112,658 |
| MULLETT, DAVID | Water Maint. Op 4/Heavy Duty Equip. Op. | 101,736 | 1,560 | 103,296 |
| MUNRO, BRAD | Engineering Technician 5 | 96,709 | 774 | 97,484 |
| NAKATA, TONY | Engineer 3 | 103,338 | 1,483 | 104,821 |
| NAVARRETE, MAURICIO | Building Services Coordinator | 115,560 | 355 | 115,915 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| NEILSON, CHRISTOPHER | Senior Manager Human Resources & Org Dev | 177,913 | 1,453 | 179,366 |
| NELSON, DOUGLAS | Watershed Operator/Equiptment Operator | 126,219 | 90 | 126,309 |
| NESTOR, CAMERON | Utility Operator 4 | 89,752 | 1,334 | 91,086 |
| NGUYEN, HUY | Aquatic Ecology Technician 3 | 82,770 | 251 | 83,022 |
| NORMAN, TAYLOR | Senior Financial Advisor | 94,452 | 1,094 | 95,546 |
| NOVY, LUKAS | Environmental Science Officer 4 | 99,284 | 738 | 100,022 |
| O'DWYER, LANI | Technical Services Technician 3 | 92,605 | 1,688 | 94,293 |
| OLSEN, KELLY | Manager, Safety | 105,517 | - | 105,517 |
| ONG'ANDA, JONAH | Utility Operator 2 | 73,721 | 1,422 | 75,143 |
| ORR, ANDY | Senior Manager, Corporate Communications | 142,011 | 458 | 142,469 |
| OVINGTON, DAN | Manager, SSI Parks & Recreation | 120,204 | 230 | 120,434 |
| PACHECO, JOE H | Supervisor Weigh Scale | 95,453 | 1,107 | 96,560 |
| PAGE, RYAN | Utility Operator 4 | 109,049 | 1,091 | 110,140 |
| PARCHEM, JEFF | Facility Maintenance Worker 4 | 75,075 | 109 | 75,184 |
| PARKER, DAVID | Manager, Systems Maintenance | 120,213 | 1,100 | 121,312 |
| PARKER, ROBERT | Utility Operator Team Lead | 145,543 | 6,236 | 151,779 |
| PATADE, RAKESH | Systems Officer | 95,917 | - | 95,917 |
| PEACH, RICK | Treatment Plant Operator 2 | 86,345 | 104 | 86,449 |
| PIVA, DANIEL | Laboratory Coordinator | 79,743 | 732 | 80,475 |
| POWERS, SCENI | Senior Financial Officer | 95,178 | 4,225 | 99,403 |
| PRENGER, NATHAN | Sr Supvr Wildfire Security & Emerg Resp | 103,973 | 909 | 104,882 |
| PUSKAS, DALE | Manager, Capital Projects | 138,288 | 835 | 139,122 |
| QUAN, CARSON | Network Analyst | 114,530 | - | 114,530 |
| QUAYLE, KRISTIN | Information Technician 3 | 75,243 | 423 | 75,666 |
| RANNS, JOHN T. | PRV/CV Mechanic | 83,350 | - | 83,350 |
| REES, PAT | Treatment Plant Operator 2 | 107,690 | 1,363 | 109,053 |
| REIMER, JONATHAN | Manager Electoral Area Fire & Emerg Prgs | 119,417 | 1,699 | 121,115 |
| RICHARDS, COLIN | Watershed Operator/Equipment Operator | 94,090 | - | 94,090 |
| RILKOFF, JEREMIAH (JEREMY) | Senior Financial Advisor | 95,300 | 1,469 | 96,769 |
| ROBBINS, TED | GM, Integrated Water Services | 215,869 | 1,305 | 217,174 |
| ROBERTS, ALISON | Information Technician 5 | 85,263 | 311 | 85,574 |
| ROBERTSON, MARIE | Senior Supervisor, Watershed Operations | 123,733 | 1,593 | 125,326 |
| ROBSON, DAN | Manager, Saanich Pen. & Gulf Islands Ops | 120,204 | 835 | 121,039 |
| ROUANZOIN, MARIANNE | Administrative Coordinator 1 | 77,423 | - | 77,423 |
| ROY, ROBERT | Manager Safety | 117,587 | 1,137 | 118,724 |
| ROY, STEPHEN | PRV/CV Mechanic | 92,633 | 1,742 | 94,374 |
| RUDOLPH, BARRI-LYNN | Environmental Science Officer 2 | 80,162 | 467 | 80,629 |
| RULJANCICH, SHANE A | Chief Draftsperson | 90,918 | 470 | 91,388 |
| RYAN, BARRY | Technical Services Technician 3 | 85,766 | 550 | 86,316 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| SANDHAR, AMRIT | Engineering Technician 5 | 97,288 | 738 | 98,027 |
| SAPRUNOFF, DAN | Environmental Science Officer 2 | 80,188 | - | 80,188 |
| SAY, KIMBERLY | Recreation Program Coordinator 3 | 75,277 | 535 | 75,812 |
| SCABER, TODD | Manager Water Distribution Operations | 120,213 | 1,489 | 121,702 |
| SCHARBACH, DAVID | Engineer 5 | 113,062 | 120 | 113,182 |
| SCHEUER, DARREN | Electronics Technologist | 111,962 | 1,190 | 113,152 |
| SCHUBERT, DAN | Maintenance Worker Depot | 80,774 | 257 | 81,031 |
| SCHULTZ, GLENN (BRANDIN) | Manager Planning Resource Mgt & Dev | 77,487 | - | 77,487 |
| SCOTT, ELIZABETH | Deputy Project Director, CAWTP | 313,140 | 3,078 | 316,219 |
| SCOTT, SHARON | Engineer 4 | 102,605 | 858 | 103,463 |
| SEMMENS, BENJAMIN | Manager Financial Planning & Performance | 127,547 | 2,951 | 130,498 |
| SEYMOUR, WILLIAM (BILL) | Information Technician 3 | 75,710 | - | 75,710 |
| SHANNON, TODD | Parks Operations Supervisor | 113,182 | 2 | 113,184 |
| SHARP, ALLISON | Manager, Administrative Services | 102,334 | 1,360 | 103,694 |
| SHAW, RYAN | Systems Officer | 109,782 | - | 109,782 |
| SHEPPARD, RODNEY K | Utility Operator 4 | 122,476 | 2,409 | 124,886 |
| SHOEMAKER, ROBERT D | Environmental Science Officer 1 | 75,279 | - | 75,279 |
| SHUCK, ROBERT | Environmental Science Officer 3 | 92,486 | 1,174 | 93,660 |
| SINCLAIR, EMILY | Sr Manager Regional & Strategic Planning | 146,118 | 763 | 146,880 |
| SLADEN, TREVOR | Utility Operator 4 | 98,269 | 755 | 99,025 |
| SMART, JAMES O.S. | Treatment Plant Operator 2 | 110,823 | 403 | 111,226 |
| SMITH, RUSS | Senior Manager, Env. Resource Management | 161,816 | 904 | 162,719 |
| SMITH, VINCE | Industrial Mechanic | 103,263 | 638 | 103,902 |
| SMITHSON, MICHAEL | Electrician 2 | 94,248 | 2,117 | 96,365 |
| SNEEK, JEFF | Welder | 92,486 | 538 | 93,024 |
| SOLOMON, MARC | Parks Operations Supervisor | 111,647 | 5,169 | 116,816 |
| STARKE, JUSTINE | Manager Service Delivery SGI | 114,019 | 1,762 | 115,781 |
| STEWART, CAROLYN | Planner | 91,201 | 517 | 91,718 |
| STEWART, NATHAN | Administrative Officer 2 | 83,731 | 778 | 84,509 |
| STOCK, MARY | Manager, Human Resources | 121,138 | 1,272 | 122,410 |
| STOKES, CHASE | Environmental Science Officer 2 | 80,098 | 3,472 | 83,570 |
| STORIE, ROB | Building Services Coordinator | 130,567 | 1,892 | 132,459 |
| STOTT, BRAD | Utility Operator 4 | 86,059 | 303 | 86,362 |
| STOTT, TARA | Administrative Officer 1 | 75,335 | 525 | 75,860 |
| STURDY, LUKE | Local Utility Operator Team Leader | 135,310 | 773 | 136,083 |
| SUNSHINE, MICHAEL | Manager Corporate Fleet | 118,687 | 1,296 | 119,983 |
| SWAN, RYAN | Utility Operator Team Lead | 108,251 | 405 | 108,655 |
| TAGGART, COLETTE | Environmental Science Officer 2 | 80,126 | 576 | 80,701 |
| TARONGA, MICHAEL | Gatekeeper/First Aid Attendant Level III | 79,488 | - | 79,488 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| TATES, RON | Field Supervisor, Mechanical | 117,715 | 222 | 117,937 |
| TAYLOR, EMMA | Planner | 77,866 | 1,742 | 79,608 |
| TAYLOR, MICHAEL | Manager Building Inspection | 123,076 | 2,067 | 125,143 |
| TAYLOR, TERESA M | Coordinator IT & GIS Services | 77,776 | - | 77,776 |
| TESCHKE, KYLE | Engineer 5 | 93,422 | 1,930 | 95,352 |
| TIWANA, NAVJEET | Deputy Conveyance Manager | 171,299 | 6,464 | 177,763 |
| TOGNELA, LAUREN | Information Technician 5 | 80,587 | 291 | 80,878 |
| TOKGOZ, GENEVIEVE | Engineer 3 | 83,338 | 2,502 | 85,840 |
| TOKGOZ, NATALIE | Engineer 5 | 85,901 | 856 | 86,757 |
| TRADEWELL, KELLY | Environmental Contaminants Officer | 85,173 | 674 | 85,847 |
| TROMP, MELANIE | Information Technician 5 | 87,299 | - | 87,299 |
| TYLER, JENNIFER | Environmental Science Officer 3 | 84,409 | 289 | 84,698 |
| URBANOSKI, MICHAEL MAX | Electrician 2 | 98,109 | 837 | 98,946 |
| URQUHART, TRACY | Information Technician 3 | 75,444 | 114 | 75,558 |
| USSERY, JOEL | Manager Resource Planning | 130,637 | - | 130,637 |
| VAN BUSKIRK, AMANDA | Human Resources Advisor | 78,506 | 1,620 | 80,126 |
| VAN NIEKERK, JAN D | Sr Manager Customer & Technical Services | 145,468 | 667 | 146,135 |
| VERNON, LEONA (CAITLYN) | Manager First Nations Relations | 99,477 | 1,595 | 101,072 |
| WALSH, STUART | Park Technician | 101,058 | 64 | 101,122 |
| WANG, ROBIN | Electronics Technologist | 125,786 | 902 | 126,688 |
| WARD, KAREN | Policy Analyst | 75,252 | 1,255 | 76,507 |
| WATKINS, TOM | Manager, ERM Policy and Planning | 120,213 | 173 | 120,385 |
| WATSON, CHRISTOPHER | Building Inspector 2 | 80,162 | 1,743 | 81,905 |
| WATSON, JODY L | Environmental Science Officer 4 | 96,855 | 229 | 97,084 |
| WATTS, CATHERINE | Recreation Program Coordinator 3 | 77,006 | 6,353 | 83,359 |
| WEAVER, MIKE | Field Supervisor Water Treatment Ops | 156,745 | 1,780 | 158,525 |
| WEIHING, DOUG | Engineering Technician 3 | 86,481 | 457 | 86,938 |
| WERFL, BRYAN | Equipment Operator 3 | 76,041 | - | 76,041 |
| WEST, ADAM | Facility Maintenance Worker 4 | 89,011 | 694 | 89,705 |
| WESTON, JACQUELINE | Manager Core Area Wastewater Operations | 250,467 | 926 | 251,393 |
| WHIPP, CHAZ | Manager, Facilities | 120,204 | 2,665 | 122,869 |
| WHIPPS, STEVEN | Utility Operator Team Lead | 122,127 | 1,165 | 123,292 |
| WIEBENGA, HARRY (IAN) | Manager Solid Waste Operations | 120,167 | 2,574 | 122,741 |
| WILLIAMS, JANICE | Manager Safety | 108,958 | 2,197 | 111,154 |
| WILSON, KRISTI D | Demand Management Coordinator | 85,372 | 1,447 | 86,819 |
| WILSON, LYNN | Planner | 92,700 | 1,020 | 93,720 |
| WOOD, SOPHIE | Information Technician 3 | 78,606 | 284 | 78,891 |
| WOODSEND, CAMERON | Equipment Operator 3 | 76,103 | 105 | 76,208 |
| WREDE, DOREEN | Watershed Operator 3 | 84,737 | - | 84,737 |

| Name | Position | Salary | Expenses | Total |
|---|---|---|---|---|
| WU, PEI (EMMA) | Financial Advisor | 94,481 | 1,156 | 95,637 |
| WYATT, TREVOR | Water Maint Op 4/Heavy Duty Equip Op | 93,529 | 776 | 94,305 |
| XU, LIAOXIN | Manager Financial Services | 119,041 | 1,476 | 120,517 |
| ZAYONC, ALEXANDRIA | Purchaser | 91,530 | 1,599 | 93,129 |
| ZHANG, YONG (GARRETT) | Electronics Technologist | 105,696 | 817 | 106,513 |
| ZOU, BING | Financial Analyst 2 | 74,896 | 1,702 | 76,598 |
| **Total of Employees with remuneration of $75,000 or more** | | **$ 38,507,796** | **$ 340,063** | **$ 38,847,859** |
| **Total of Employees with remuneration of $75,000 or less** | | **$ 24,988,756** | **$ 206,901** | **$ 25,195,657** |
| **Total Employee Remuneration** | | **$ 63,496,552** | **$ 546,965** | **$ 64,043,516** |

# !/)$540$ +, =$%4&$*#".+&P QR:$&'$'S C.*$/"+*' P 90"$*&#"$C.*$/"+*'

.&2 *E%Q%"2%)8%&G%0%-#%2CV JDJC

| Name | Position | Salary | Allowances | Expenses | Total |
|---|---|---|---|---|---|
| ALTO BOND, MARIANNE | Alternate Director | $ 293 | $ 147 | $ - | $ 440 |
| BATEMAN, JEFF | Alternate Director | 660 | 330 | - | 990 |
| BLACKWELL, DENISE | CRHD Chair | 23,793 | 11,897 | - | 35,690 |
| BRAITHWAITE, HAZEL | CRHD Chair | 367 | 183 | - | 550 |
| BRENT, PAUL | Alternate Director | 3,373 | 1,687 | - | 5,060 |
| BRICE, SUSAN | Board Director, Saanich | 19,760 | 9,881 | - | 29,641 |
| BROWNOFF, JUDITH | Alternate Director | 1,320 | 660 | - | 1,980 |
| DESJARDINS, BARBARA | Board Director, Esquimalt | 21,788 | 10,894 | - | 32,682 |
| FALLOT, BARBARA | Alternate Director | 73 | 37 | - | 110 |
| HAYNES, FREDERICK | Board Director, Saanich | 18,551 | 9,276 | - | 27,826 |
| HELPS, LISA | Board Director, Victoria | 19,760 | 9,881 | - | 29,641 |
| HICKS, MIKE | Electoral Area Director - JDF | 47,437 | 23,719 | 1,208 | 72,364 |
| HOLMAN, GARY | Board Director, SSI EA | 44,174 | 22,087 | 1,631 | 67,893 |
| HOWE, DAVID | Electoral Area Director - SGI | 44,174 | 22,087 | 414 | 66,676 |
| ISITT, BENJAMIN | Board Director, Victoria | 18,329 | 9,160 | - | 27,489 |
| KOBAYASHI, DOUGLAS | Alternate Director | 660 | 330 | - | 990 |
| LOVEDAY, JEREMY | Board Director, Victoria | 20,200 | 10,101 | - | 30,301 |
| MARTIN, ROBERT | Board Director, Colwood | 17,817 | 8,909 | - | 26,726 |
| MCNEIL SMITH, CLIFF | Board Director, Sidney | 19,771 | 9,886 | - | 29,657 |
| MERSEREAU, REBECCA | CRD Board Vice Chair | 24,390 | 12,195 | 42 | 36,627 |
| MURDOCH, KEVIN | Board Director, Oak Bay | 19,771 | 9,886 | - | 29,657 |
| ORR, GEOFF | Board Director, North Saanich | 17,891 | 8,946 | - | 26,836 |
| PALTIEL, NIALL | Alternate Director | 73 | 37 | - | 110 |
| PLANT, COLIN | CRD Board Chair | 33,876 | 16,938 | 666 | 51,480 |
| RANNS, JOHN | Board Director, Metchosin | 17,744 | 8,872 | 767 | 27,383 |
| RICHARDSON, MARY (ELIZABETH) | Alternate Director | 147 | 73 | - | 220 |
| SCREECH, DAVID | Board Director, View Royal | 19,771 | 9,886 | - | 29,657 |
| SEATON, LANNY | Board Director, Langford | 17,744 | 8,872 | - | 26,616 |
| STOCK, CELIA | Alternate Director | 587 | 293 | - | 880 |
| TAIT, MAJA | Board Director, Sooke | 19,760 | 9,881 | 114 | 29,755 |
| TAYLOR, EDWARD (NED) | Board Director, Saanich | 18,331 | 9,166 | - | 27,496 |
| WILLIAMS, KENNETH | Board Director, Highlands | 17,817 | 8,909 | - | 26,726 |
| WINDSOR, RYAN | Board Director, Central Saanich | 17,816 | 8,904 | - | 26,719 |
| YOUNG, GEOFFREY | Board Director, Victoria | 18,257 | 9,129 | - | 27,386 |
| **Totals:** | | **$ 566,276** | **$ 283,136** | **$ 4,843** | **$ 854,254** |

# !/)$540$ +, =$%4&$*#".+&P QR:$&'$'S A+%%.""$$P A+%%.''.+& U$%K$*'

.&2 *E%Q%"2%)8%&G%0%-#%2CV JDJC

| Name | Position | Salary | Allowances | Expenses | Total |
|---|---|---|---|---|---|
| BAIRD, GORDON | Water Commission | $ 587 | $ 293 | $ - | $ 880 |
| BRAME, MEAGAN | Water Commission | 293 | 147 | - | 440 |
| CHAMBERS, NATALIE | Water Commission | 513 | 257 | - | 770 |
| DE VRIES, ZAC | Water Commission | 660 | 330 | - | 990 |
| DUBOW, SHARMARKE | Water Commission | 440 | 220 | - | 660 |
| DUNCAN, SARA | Water Commission | 587 | 293 | - | 880 |
| GARTSHORE, HEATHER | Water Commission | 293 | 147 | - | 440 |
| GRAHAM, CHRISTOPHER | Water Commission | 513 | 257 | - | 770 |
| HARPER, KAREN | Water Commission | 1,173 | 587 | - | 1,760 |
| JENSEN, STANLEY | Land Use Committee | 733 | 367 | - | 1,100 |
| KAHAKAUWILA, KYARA | Water Commission | 1,027 | 513 | - | 1,540 |
| LOGAN, GORDIE | Water Commission | 587 | 293 | - | 880 |
| MCCONNELL, VERNON | Land Use Committee | 733 | 367 | - | 1,100 |
| MCINTYRE, ROY | Land Use Committee | 660 | 330 | - | 990 |
| MORRISON, TIMOTHY | Water Commission | 587 | 293 | - | 880 |
| PATERSON, ESTHER | Water Commission | 367 | 183 | - | 550 |
| RAMSAY, RONALD | Land Use Committee | 587 | 293 | - | 880 |
| RISVOLD, DALE | Land Use Committee | 660 | 330 | - | 990 |
| ROGERS, JOHN | Water Commission | 513 | 257 | - | 770 |
| SINCLAIR, GEORGE (SANDY) | Land Use Committee | 733 | 367 | - | 1,100 |
| ST PIERRE, MARCEL (TONY) | Water Commission | 367 | 183 | - | 550 |
| SZPAK, LILLIAN | Water Commission | 733 | 367 | - | 1,100 |
| WADE, ROGER | Water Commission | 440 | 220 | - | 660 |
| ZHELKA, ERIC | Water Commission | 220 | 110 | - | 330 |
| **Total** | | **$ 14,006** | **$ 7,004** | **$ -** | **$ 21,010** |

A#:."#0=$B.+&#0C.'"*./"

## !/)$540$ +, =$%4&$*#".+&P QR:$&'$'S E*+V$/'W+#*5U$%K$*'

.&2 *E%Q%"2%)8%&G%0%-#%2CV JDJC

| Name | Position | Salary | Allowances | Expenses | Total |
|---|---|---|---|---|---|
| EATON, BRENDA | Project Board | $ 12,115 | $ - | $ - | $ 12,115 |
| FAIRBAIRN, DON | Project Board | 19,039 | - | 1,080 | 20,119 |
| HAYDEN, DANA | Project Board | 12,115 | - | - | 12,115 |
| HOWE, DAVID | Project Board | 12,115 | - | - | 12,115 |
| SMITH, COLIN | Project Board | 12,115 | - | - | 12,115 |
| STANLEY, JOHN (TIM) | Project Board | 12,115 | - | 549 | 12,664 |
| **Total** | | **$ 79,616** | **$ -** | **$ 1,629** | **$ 81,244** |

**$15,000.00**

There was one severance agreement under which payment commenced between the Capital Regional District and its unionized employees during fiscal year 2021.

| Vendor | Total |
|---|---|
| 0848631 BC LTD. | $ 666,799 |
| 0950119 BC LTD | 43,165 |
| 1190110BC LTD | 39,126 |
| 1190966 BC LTD | 25,999 |
| 1212711 BC LTD | 32,053 |
| 6362222 CANADA INC. | 70,732 |
| 661314 B.C. LTD. | 109,239 |
| ABSOLUTE ENERGY INC. | 68,436 |
| ACCENT REFRIGERATION SYSTEMS | 77,756 |
| ACKLANDS - GRAINGER INCORPORATED | 164,530 |
| ACME SUPPLIES LIMITED | 129,691 |
| AECOM CANADA LTD. | 240,457 |
| AEROQUEST MAPCON INC | 236,664 |
| AIR BURNERS INC. | 83,976 |
| ALLEGRO PERFORMING ARTS CENTRE | 36,219 |
| ALPHA ROOFING & CLADDING INC | 195,747 |
| ALPINE TRANSMISSION & AUTO REPAIR | 28,814 |
| ALS CANADA LTD | 156,817 |
| AMAZON | 130,716 |
| AMETEK BROOKFIELD | 26,256 |
| ANDREW SHERET LIMITED | 543,058 |
| AON REED STENHOUSE INC. | 1,489,910 |
| APEX STEEL & GAS LIMITED | 32,749 |
| APPLE | 36,535 |
| AQUA IRRIGATION | 27,961 |
| ARAL CONSTRUCTION (2014) LTD. | 283,105 |
| ARCHIPELAGO MARINE RESEARCH LTD | 150,845 |
| ARCTIC DECORATING INC. | 183,677 |
| ASCENT DRYWALL AND COATINGS LTD. | 61,956 |
| ASSOCIATED ENGINEERING (BC) LTD | 214,111 |
| A-TECH DOORS INC. | 35,861 |
| ATLANTIC INDUSTRIES LIMITED | 42,742 |
| AURA CABINET WORKS LIMITED | 266,181 |

| Vendor | Total |
|---|---|
| AUTOMATED AQUATICS CANADA LTD. | 39,314 |
| AXIS COMMUNICATIONS INC. | 30,226 |
| BARTLETT TREE EXPERTS | 190,675 |
| BASIC ROCK PRODUCTS LIMITED | 38,740 |
| BC HOUSING MANAGEMENT COMMISSION | 3,214,986 |
| BC HYDRO | 5,650,131 |
| BC LIFE (PACIFIC BLUE CROSS) #43746 | 285,229 |
| BC SUSTAINABLE ENERGY ASSOCIATION | 31,697 |
| BC TRANSIT | 224,208 |
| BEACON CARMANAH DEVELOPMENTS L | 35,700 |
| BEECHER BAY FIRST NATION | 209,151 |
| BEE-CLEAN BUILDING MAINTENANCE INC | 482,321 |
| BELL MACHINERY LIMITED | 37,071 |
| BEN PATTERSON | 96,700 |
| BEN SYMONS | 38,985 |
| BERKS INTERTRUCK LIMITED | 27,658 |
| BEST BUY | 28,931 |
| BIOLOGICA ENVIRONMENTAL SERVICES | 40,552 |
| BLACK PRESS LTD | 139,261 |
| BLACK TIE PROPERTY SERVICES | 32,492 |
| BORDEN LADNER GERVAIS, LLP IN | 53,000 |
| BRENNTAG CANADA INCORPORATED | 1,403,124 |
| BRENT JANSEN PLUMBING & | 61,398 |
| BRIGITTE PROCHASKA | 71,536 |
| BRITCO BOXX LTD PARTNERSHIP | 186,604 |
| BRITISH COLUMBIA FERRY SERVICES | 53,564 |
| BRY SAND ICE ARENA LTD. | 222,131 |
| BULLFROGCONTROL.COM INC | 74,558 |
| BUNZL CLEANING & HYGIENE | 56,068 |
| BUREAU VERITAS CANADA (2019) INC | 433,330 |
| BUTLER BROTHERS SUPPLIES LTD | 46,808 |
| C3 MAINLINE INSPECTIONS INC. | 73,504 |
| CAIRD MECHANICAL CONTRACTORS | 166,496 |
| CALIAN LTD. | 26,302 |
| CANADIAN LINEN SUPPLY | 66,683 |

| Vendor | Total |
|---|---|
| CANADIAN SPRINGS | 63,876 |
| CANADIAN TIRE | 49,821 |
| CANADIAN WATER NETWORK INC. | 40,000 |
| CANREAL MANAGEMENT CORPORATION ITF | 54,981 |
| CANSEL SURVEY EQUIPMENT INC. | 40,555 |
| CAPITAL CITY PAVING LIMITED | 466,429 |
| CASCADIA WEST CONTRACTING LTD. | 122,126 |
| CASLYS CONSULTING LTD. | 72,092 |
| CBS ELECTRICAL CONTRACTORS LTD. | 119,327 |
| CDW CANADA | 284,566 |
| CEANGAL PROFESSIONAL CONSULTING, IN | 171,271 |
| CENTRALSQUARE CANADA SOFTWARE INC. | 76,544 |
| CENTRIX CONTROL SOLUTIONS LIMITED | 115,010 |
| CHARLATTE AMERICA | 60,838 |
| CHARTER TELECOM INC. | 168,179 |
| CHARTERED PROFESSIONAL ACCOUNTANTS | 25,618 |
| CHRIS VRABEL | 39,285 |
| CITIZENS BANK OF CANADA | 372,586 |
| CITY GREEN SOLUTIONS | 37,485 |
| CITY OF LANGFORD | 859,813 |
| CITY OF VICTORIA | 451,972 |
| CITYWIDE CONCRETE COMPANY | 31,721 |
| CIVIC LEGAL LLP | 39,771 |
| CLEARTECH INDUSTRIES INCORPORATED | 27,796 |
| COAST CAPITAL SAVINGS FEDERAL CREDI | 1,601,193 |
| COAST WHOLESALE APPLIANCES LTD | 44,551 |
| COASTAL GREEN & CLEAN | 42,590 |
| COLQUITZ ENGINEERING LTD | 165,521 |
| COLUMBIA FIRE & SAFETY LIMITED | 44,726 |
| COLUMBIA FUELS | 51,202 |
| COLUMBIA PROMOTIONS | 105,479 |
| COMMUNITY CARPET CLEANING | 41,754 |
| COMMUNITY SOCIAL PLANNING COUNCIL | 691,567 |
| COMPUGEN INC | 63,728 |
| COPCAN CIVIL LP | 2,809,040 |

| Vendor | Total |
|---|---|
| CORPORATION OF THE CITY OF VICTORIA | 676,441 |
| CORROSION SERVICE COMPANY LIMITED | 52,087 |
| COTTAM ENTERPRISES LTD. | 51,160 |
| COWICHAN VALLEY REGIONAL DISTRICT | 61,172 |
| COX TAYLOR | 26,104 |
| CREST INC | 2,167,639 |
| CRYSTAL BLUE POOL SERVICES | 77,683 |
| CUPE LOCAL 1978 | 767,277 |
| CURRENT ELECTRIC LTD. | 27,397 |
| D B BIRCH LTD. | 125,163 |
| DA SILVA GARDEN & LANDSCAPING | 42,205 |
| DACAN PLUMBING | 64,511 |
| DARKTRACE HOLDINGS LIMITED | 34,654 |
| DAVEY TREE EXPERT CO | 28,102 |
| DAVID BABBAGE | 34,094 |
| DELOITTE LLP | 25,065 |
| DEPEND-A-DOR REPAIRS & INSTALLATION | 57,438 |
| DHKARCHITECTS INC. | 451,225 |
| DIGITAL BOUNDARY GROUP | 53,760 |
| DISTRICT OF CENTRAL SAANICH | 1,792,223 |
| DISTRICT OF NORTH SAANICH | 367,689 |
| DISTRICT OF SAANICH | 14,426,998 |
| DL'S BINS LTD | 2,447,126 |
| DON MANN EXCAVATING LIMITED | 1,690,743 |
| DOWNS CONSTRUCTION LIMITED | 82,295 |
| DRAYCOR CONSTRUCTION LIMITED | 84,517 |
| DRIFTWOOD PUBLISHING LIMITED | 25,792 |
| DUNSKY ENERGY CONSULTING | 75,109 |
| DURWEST CONSTRUCTION LIMITED | 143,530 |
| DYNAMIC SPECIALTY VEHICLES | 132,888 |
| E B HORSMAN & SON | 80,107 |
| E.H. EMERY ELECTRIC LTD. | 529,833 |
| E2 ENGINEERING INC. | 34,473 |
| ECKLUNDSON CONSTRUCTION LTD. | 39,902 |
| E-COMM, EMERGENCY COMMUNICATIONS | 319,263 |

| Vendor | Total |
|---|---|
| EECOL ELECTRIC CORP. | 30,521 |
| ELLICE RECYCLE LIMITED | 45,631 |
| EMA CANADA INC. | 132,603 |
| EMCO CORPORATION | 678,911 |
| EMTERRA ENVIRONMENTAL | 5,832,211 |
| ENGINEERS AND GEOSCIENTIS | 25,279 |
| ENVIROSYSTEMS INC. | 199,731 |
| ERNST & YOUNG LLP | 68,279 |
| ESRI CANADA LIMITED | 103,757 |
| EVOQUA WATER TECHNOLOGIES LLC. | 30,163 |
| EVOQUA WATER TECHNOLOGIES LTD | 177,350 |
| EXCALABOR GLASS & ALUMINUM | 34,772 |
| EXCEL CONTRACTING LIMITED | 64,971 |
| FALCON EQUIPMENT LIMITED | 31,414 |
| FINISHING TOUCH PAINTING LTD | 82,304 |
| FINNING (CANADA) | 254,421 |
| FIRST NATIONAL FINANCIAL LP | 231,000 |
| FISHER SCIENTIFIC CO. | 72,448 |
| FITNESS TOWN COMMERCIAL | 67,287 |
| FIVE STAR PAVING COMPANY | 262,665 |
| FIX AUTO COLLISION WESTSHORE | 27,272 |
| FOOTPRINTS SECURITY PATROL LTD | 99,224 |
| FOREST TECHNOLOGY SYSTEMS | 48,612 |
| FORTIS BC-NATURAL GAS | 445,673 |
| FOUNTAIN TIRE | 32,343 |
| FOUR STAR WATERWORKS LIMITED | 63,224 |
| FOURNIER INDUSTRIES INC | 379,600 |
| FRED SURRIDGE LIMITED | 44,326 |
| FUTURA PROPERTIES LTD | 26,539 |
| G&E CONTRACTING L.P. | 74,846 |
| GALAXY MOTORS | 38,847 |
| GALIANO EXCAVATING LTD. | 35,889 |
| GARDEN CITY TREE AND LANDSCAPE | 354,013 |
| GEOADVICE ENGINEERING INC. | 44,124 |
| GEO-TECH INDUSTRIES INC | 138,995 |

| Vendor | Total |
|---|---|
| GESCAN - DIVISION OF SONEPAR | 32,710 |
| GFL ENVIRONMENTAL INC | 1,303,872 |
| GHD LIMITED | 188,346 |
| GLASS-SMITH & COMPANY LIMITED | 25,066 |
| GORD BROHMAN | 90,810 |
| GRAND & TOY | 45,207 |
| GRANICUS INC. | 49,228 |
| GRAPHIC OFFICE INTERIORS LIMITED | 186,038 |
| GREAT WEST LIFE ASSURANCE | 227,708 |
| GREATER VICTORIA HARBOUR AUTHORITY | 591,975 |
| GREATER VICTORIA LABOUR RELATIONS | 102,641 |
| GREEN LINE HOSE & FITTINGS LTD | 30,085 |
| GREENLIGHT VENTURES LTD | 35,098 |
| GREGG DISTRIBUTORS LP | 138,218 |
| GRIFF'S LAWN & GARDEN CARE | 39,747 |
| GUILLEVIN INTERNATIONAL CO. | 35,249 |
| GULF ISLANDS SEPTIC LIMITED | 80,612 |
| GULF PACIFIC ITF - CREEKSIDE MALL | 40,032 |
| GVLRA/CUPE LONG TERM DISABLILTIY | 831,382 |
| H.Y. ENGINEERING LTD. | 43,523 |
| HABITAT SYSTEMS INC | 80,455 |
| HACH SALES & SERVICE CANADA LTD | 50,810 |
| HANDY HITCH | 35,874 |
| HARBOUR RESOURCE PARTNERS LP | 78,577,307 |
| HARDAL MANAGEMENT INC | 45,420 |
| HARTLAND RESOURCE MANAGEMENT GENERAL | 73,584,750 |
| HATCH LTD | 345,586 |
| HAZMASTERS INC. | 205,138 |
| HDR CORPORATION | 127,479 |
| HEAVY METAL MARINE | 761,508 |
| HEIGHTSAFE FALL PROTECTION SYSTEMS | 41,772 |
| HOEL CONTRACTING LTD. | 3,149,089 |
| HOME DEPOT CREDIT SERVICES | 32,831 |
| HOSKIN SCIENTIFIC LIMITED | 73,588 |
| HOULE ELECTRIC LIMITED | 129,569 |

| Vendor | Total |
|---|---|
| HUB FIRE ENGINES & EQUIPMENT LTD | 280,705 |
| HUGHES PAINTING | 158,788 |
| HUNTERSTON HOMES LIMITED | 43,678 |
| ICBC | 25,962 |
| ICONIX WATERWORKS LP | 568,344 |
| INA AUTO SERVICE CENTRE LTD | 84,964 |
| INDUSTRA CONSTRUCTION CORP | 319,966 |
| INDUSTRIAL SCAFFOLD SERVICES L.P. | 43,366 |
| INFOSAT COMMUNICATIONS LP | 56,863 |
| INFO-TECH RESEARCH GROUP INC. | 49,701 |
| INNOV8 DIGITAL SOLUTIONS INC | 122,143 |
| INNOVYZE INC. | 25,658 |
| INSURANCE CORPORATION OF BC (ICBC) | 283,058 |
| INTEGRAL GROUP CONSULTING (BC) LLP | 67,253 |
| INTEGRATED OPERATIONS GROUP | 73,748 |
| ISL ENGINEERING AND LAND SERVICES | 69,932 |
| ISLAND ASPHALT COMPANY | 98,419 |
| ISLAND FLOOR CENTRE LTD | 234,480 |
| ISLAND KEY COMPUTER LIMITED | 912,329 |
| ISLAND TEMPERATURE CONTROLS LTD | 170,550 |
| ISLAND WINDOW COVERINGS LIMITED | 74,670 |
| ISLANDEARTH LANDSCAPE SERVICES LTD. | 446,406 |
| ISLANDERS WORKING AGAINST VIOLENCE | 264,000 |
| ITEL NETWORKS INC | 26,610 |
| IWA - FI PENSION & LTD PLANS | 213,238 |
| J E ANDERSON & ASSOCIATES | 36,442 |
| J J PLUMBING & HEATING | 70,236 |
| JACOB BROS. CONSTRUCTION INC. | 4,841,685 |
| JANOX FLUID POWER LTD | 241,225 |
| JAWL & BUNDON IN TRUST | 468,168 |
| JAWL & BUNDON LLP | 51,368 |
| JENNER CHEVROLET BUICK GMC | 84,769 |
| JIM DENT CONSTRUCTION LTD | 1,136,051 |
| JLB SERVICES LIMITED | 32,759 |
| JOHN MCCREA | 79,618 |

| Vendor | Total |
|---|---|
| JUMELLE CONSULTING INC. | 150,019 |
| KAL TIRE | 49,262 |
| KEN MACKAY AND SON | 31,580 |
| KENAIDAN CONTRACTING LTD | 8,523,156 |
| K'ENES TRANSPORTATION LLP | 453,979 |
| KERR WOOD LEIDAL ASSOCIATES LTD | 1,186,457 |
| KEY-2 AUTO PARTS & ENGINE REBUILDER | 30,626 |
| KING BROS LTD | 30,802 |
| KINGSVIEW CONSTRUCTION LTD | 78,030 |
| KLOHN CRIPPEN BERGER LTD. | 70,495 |
| KMS TOOLS & EQUIPMENT LTD. | 35,596 |
| KNAPPETT PROJECTS INC. | 3,732,348 |
| KONE INC | 31,193 |
| KPMG LLP T4348 | 152,078 |
| KTI LIMITED | 524,696 |
| L & I ENTERPRISES | 33,600 |
| LAWSON LUNDELL LLP | 41,738 |
| LORDCO AUTO PARTS LTD | 30,672 |
| LOW HAMMOND ROWE ARCHITECTS | 179,174 |
| LUXTON CONSTRUCTION INC | 535,008 |
| M & L PAINTING LTD | 38,420 |
| M3 MECHANICAL CONSULTANTS INC | 113,190 |
| MADRONE ENVIRONMENTAL SERVICES LTD | 30,274 |
| MAMMOTH LANDSCAPING & MASONRY LTD | 28,265 |
| MANULIFE FINANCIAL GROUP BENEFITS | 28,256 |
| MARSH CANADA LIMITED | 1,399,166 |
| MATULLIA HOLDINGS LTD PARTNERSHIP | 112,072 |
| MAYNE ISLAND RECYCLING SOCIETY | 76,140 |
| MCAP FINANCIAL CORPORATION | 3,350,363 |
| MCELHANNEY ASSOCIATES LAND | 53,574 |
| MCELHANNEY LTD | 45,879 |
| MCRAE'S ENVIRONMENTAL SERVICES | 569,016 |
| MEADOWS DEVELOPMENT LP | 46,051 |
| MELODY PENDER | 41,347 |
| MENARD CANADA INC. | 533,957 |

| Vendor | Total |
|---|---|
| METRO MOTORS LTD | 414,093 |
| MGM MECHANICAL LTD. | 174,628 |
| MICHAEL CARROTHERS | 56,690 |
| MICHAEL VERNON | 84,541 |
| MICROBIAL INSIGHTS | 30,476 |
| MICROSOFT LICENSING, GP | 415,972 |
| MILESTONE EQUIPMENT CONTRACTING INC | 146,039 |
| MILLENNIA RESEARCH LIMITED | 95,169 |
| MILNER ELECTRIC & MECHANICAL | 185,973 |
| MILNER GROUP VENTURES INC. | 51,370 |
| MINISTER OF FINANCE | 585,904 |
| MOBIA TECHNOLOGY INNOVATIONS | 26,040 |
| MOFFATT & NICHOL | 52,370 |
| MOLLY BLACK | 33,089 |
| MONK OFFICE | 131,363 |
| MORRISON HERSHFIELD LIMITED | 48,552 |
| MR. PLOW SNOW REMOVAL SERVICES | 153,582 |
| N & N COURIER | 53,347 |
| NAC CONSTRUCTORS LTD | 4,825,590 |
| NAMASTE JANITORIAL SERVICE INC. | 39,680 |
| NASH & ASSOCIATES | 44,211 |
| NATIONAL CAR AND TRUCK RENTALS | 185,258 |
| NAUTILUS ENVIRONMENTAL | 46,904 |
| NCS FLUID HANDLING SYSTEMS INC | 31,273 |
| NEDCO | 43,716 |
| NETZSCH CANADA INC. | 60,794 |
| NORDIC INDUSTRIES LTD | 25,861 |
| NORTH SALT SPRING WATERWORKS | 250,314 |
| NORTH WEST ENVIRONMENTAL GROUP LTD | 71,269 |
| NORTHWEST HYDRAULIC CONSULTANTS | 168,941 |
| NORTON ROSE FULBRIGHT CANADA LLP | 95,062 |
| NUMBER TEN ARCHITECTURAL GROUP | 86,867 |
| OAKCREEK GOLF & TURF LP | 60,978 |
| OLIO TECHNOLOGY SOLUTIONS | 59,665 |
| ON-LINE VENTURES INC | 149,547 |

| Vendor | Total |
|---|---|
| ONYX ENVIRONMENTAL LTD. | 421,050 |
| OPTRICS INC | 38,554 |
| ORCA HEALTH & SAFETY CONSULTING INC | 29,724 |
| ORKIN CANADA CORPORATION | 64,245 |
| OSBORNE ELECTRO-MECHANICS LTD | 64,439 |
| PACIFIC ARCHERY ACADEMY | 42,329 |
| PACIFIC AUDIO WORKS LTD. | 43,168 |
| PACIFIC BLUE CROSS | 1,738,714 |
| PACIFIC COAST FIRE EQUIPMENT | 160,978 |
| PACIFIC FLOW CONTROL LTD | 64,864 |
| PACIFIC INDUSTRIAL & MARINE LTD. | 417,572 |
| PACIFIC LINK BUSINESS COMMUNICATION | 37,469 |
| PACIFIC NORTHWEST RAPTORS LTD | 173,894 |
| PARADIGM SOFTWARE LLC | 52,792 |
| PARSONS INC. | 2,140,422 |
| PAUQUACHIN FIRST NATION | 40,132 |
| PBX ENGINEERING LTD | 53,160 |
| PEDRE CONTRACTORS LIMITED | 788,477 |
| PENDER ISLAND RECREATION AND | 27,000 |
| PENDER ISLANDS FIRE PROTECTION | 110,803 |
| PENDER ISLANDS RECREATION & | 50,075 |
| PENINSULA APPLIANCE SERVICE | 40,797 |
| PENINSULA CONSUMER SERVICES CO-OP | 44,991 |
| PEOPLES TRUST COMPANY | 491,319 |
| PERFECTMIND INC. | 56,756 |
| PINNA SUSTAINABILITY | 67,764 |
| PLAN CONTRACTING LTD | 30,811 |
| POLARIS LAND SURVEYING INC. | 25,122 |
| POLARIS PLUMBING LTD | 34,039 |
| PRICE'S ALARM SYSTEMS LTD. | 85,620 |
| PRICES LOCK & SAFE | 82,609 |
| PRISM ENGINEERING LTD. | 42,179 |
| PSM SAFETY LTD. | 177,870 |
| PULVER CRAWFORD MUNROE LLP | 39,900 |
| PUMA UTILITY MONITORING INC | 31,878 |

| Vendor | Total |
|---|---|
| QCA SYSTEMS LTD. | 40,562 |
| QED ENVIRONMENTAL SYSTEMS, INC | 39,130 |
| QIT CANADA INC. | 71,680 |
| QUADIENT CANADA LTD. | 179,413 |
| R & L CONCRETE CORING LIMITED | 35,796 |
| RADIO WORKS | 34,437 |
| RALMAX CONTRACTING LTD | 2,850,030 |
| RAMIDA ENTERPRISES LTD. | 56,416 |
| RAMTECH ENVIRONMENTAL PRODUCTS | 107,471 |
| RBR LTD. | 27,195 |
| RC STRATEGIES INC. | 43,720 |
| RE ANDERSON CONTRACTING LTD. | 66,836 |
| READ JONES CHRISTOFFERSEN LTD | 99,291 |
| RECEIVER GENERAL FOR CANADA | 17,906,330 |
| RECOLLECT SYSTEMS INC. | 27,497 |
| RED CEDAR CAFE ASSOCIATION | 253,016 |
| RESHAPE INFRASTRUCTURE STRATEGIES | 83,556 |
| REVOLUTION ENVIRONMENTAL SOLUTIONS | 27,217 |
| RIVAL ROOTER | 33,331 |
| ROBBINS PARKING | 35,538 |
| ROBBINS PARKING SERVICE LTD | 38,144 |
| ROCKY MOUNTAIN PHOENIX | 780,287 |
| ROGERS | 251,170 |
| ROGERS WIRELESS | 37,693 |
| ROLL.FOCUS. PRODUCTIONS INC. | 61,252 |
| ROLLING TIDES CONSTRUCTION INC. | 41,784 |
| RURAL ISLANDS ECONOMIC PARTNERSHIP | 68,375 |
| RYZUK GEOTECHNICAL | 146,160 |
| SALT SPRING ABBATOIR SOCIETY | 40,000 |
| SALT SPRING AND SOUTHERN GULF | 38,614 |
| SALT SPRING ARTS COUNCIL | 34,770 |
| SALT SPRING ISLAND PUBLIC LIBRARY | 51,294 |
| SAP CANADA INC | 646,330 |
| SASCO CONTRACTORS LTD | 173,178 |
| SATURNA COMMUNITY CLUB RECYCLING | 52,912 |

| Vendor | Total |
|---|---|
| SATURNA ISLAND MEDICAL CLINIC | 32,245 |
| SAVE-ON-SEPTIC SERVICES INC | 133,461 |
| SCG PROCESS | 210,498 |
| SCHOOL DISTRICT #62 (SOOKE) | 93,945 |
| SCHOOL DISTRICT #63 (SAANICH) | 45,163 |
| SCHO'S LINE PAINTING LTD. | 25,614 |
| SECURIGUARD SERVICES LTD. | 150,239 |
| SEISMIC 2000 CONSTRUCTION LTD | 45,814 |
| SFC ENERGY LTD. | 140,435 |
| SGI COMMUNITY RESOURCE CENTRE | 96,075 |
| SGS AXYS ANALYTICAL SERVICES LTD | 165,870 |
| SHADES TANKERS (1976) LTD | 30,658 |
| SHAW CABLESYSTEMS GP | 120,174 |
| SIDELINES PROMOTIONAL PRODUCTS INC. | 47,520 |
| SIMCIC & UHRICH ARCHITECTS | 27,141 |
| SIMPSON CONTROLS LTD | 43,402 |
| SKYLARK MANAGEMENT CORP. | 115,174 |
| SLEGG BUILDING MATERIALS | 105,108 |
| SNC LAVALIN INC. | 44,810 |
| SNC-LAVALIN INC. | 143,791 |
| SOFTCHOICE LP | 230,858 |
| SOLID SOIL SOLUTIONS LTD. | 46,383 |
| SOOKE SLINGER SERVICE LTD | 344,375 |
| SORENSEN TRILOGY STRUCTURAL | 69,022 |
| SOUTH COAST SURVEYING AND | 31,001 |
| SOUTH GALIANO VOLUNTEER FIRE | 156,321 |
| SOUTH ISLAND MECHANICAL LTD. | 32,020 |
| SOUTH ISLAND WATER LTD | 32,851 |
| SOUTHERN GULF ISLANDS TOURISM | 42,000 |
| SOUTHERN RAILWAY OF VANCOUVER | 210,811 |
| SPERLING HANSEN ASSOCIATES | 52,642 |
| SPR TRAFFIC SERVICES LP | 354,353 |
| SPRUNG INSTANT STRUCTURES LIMITED | 50,000 |
| STANTEC CONSULTING LIMITED | 4,619,670 |
| STAPLES | 36,813 |

| Vendor | Total |
|---|---|
| STEWART MCDANNOLD STUART | 246,820 |
| STEWART MCDANNOLD STUART IN TRUST | 5,850,883 |
| STREAMLINE FENCING LTD. | 149,388 |
| SUBURBAN MOTORS | 592,517 |
| SUEZ TREATMENT SOLUTIONS, INC. | 159,181 |
| SUEZ WATER TECHNOLOGIES & | 348,187 |
| SUMMIT VALVE AND CONTROLS INC. | 94,424 |
| SUMO IT SOLUTIONS INC. | 27,636 |
| SUNBELT RENTALS, INC | 42,203 |
| SUNCOR ENERGY PRODUCTS | 236,302 |
| SWIFT MASONRY | 33,272 |
| TALCORE WALLS & CEILINGS | 79,168 |
| TANEX ENGINEERING CORPORATION | 31,264 |
| TECHNICAL SAFETY BC | 26,597 |
| TELUS | 765,259 |
| THE APPIAN WAY TRAFFIC DATA SERVICE | 40,950 |
| THE HOME DEPOT | 47,451 |
| THE MANUFACTURERS LIFE INSURANCE CO | 282,324 |
| THE SALVATION ARMY NRO THRIFT STORE | 53,390 |
| THE SIGNPAD | 57,427 |
| THURBER ENGINEERING LTD. | 133,114 |
| TOP LINE ROOFING LTD | 777,828 |
| TOTAL PREPARE INC. | 25,870 |
| TOWER FITNESS EQUIPMENT | 30,072 |
| TOWNSHIP OF ESQUIMALT | 34,765,744 |
| TRAIL APPLIANCES LTD. | 35,805 |
| TRAN SIGN 2019 LTD. | 28,618 |
| TRANE CANADA ULC | 203,315 |
| TRIAHN ENTERPRISES (2018) LTD. | 1,962,089 |
| TRIMBLE EUROPE B.V. | 59,495 |
| TRIWAY SENIORS HOUSING LTD. | 4,210,396 |
| TRI-X EXCAVATING LTD. | 801,501 |
| TRUSTEES OF THE USW-COASTAL FOREST | 34,494 |
| T'SOU-KE NATION | 49,746 |
| ULINE CANADA CORPORATION | 85,097 |

| Vendor | Total |
|---|---|
| UNI-SELECT CANADA INC. | 30,691 |
| UNITECH CONSTRUCTION MANAGEMENT LTD | 48,961 |
| UNITED STEELWORKERS, LOCAL 1-1937 | 26,273 |
| UNIVERSAL APPRAISAL CO. LTD | 115,745 |
| UNIVERSITY OF VICTORIA | 62,549 |
| UNIVERSITY OF WATERLOO | 25,000 |
| URBAN SIGNS INC. | 40,967 |
| URBAN SYSTEMS LIMITED | 63,569 |
| VAN ISLE WATER | 39,585 |
| VAN ISLE WATER SERVICES LIMITED | 45,791 |
| VANCOUVER ISLAND HEALTH AUTHORITY | 176,750 |
| VANCOUVER ISLAND MODERN MAINTENANCE | 28,901 |
| VERITY CONSTRUCTION LTD. | 39,281 |
| VI RENTALS LTD. | 38,167 |
| VICTORIA FLYING CLUB | 48,552 |
| VICTORIA MOBILE RADIO LIMITED | 387,438 |
| VICTORIA PEST CONTROL LTD. | 36,303 |
| VICTORIA WATERJET LTD. | 26,460 |
| VIMAR EQUIPMENT LTD | 26,339 |
| VIZIO CONSULTING INC. | 168,368 |
| VWR INTERNATIONAL CO | 51,651 |
| WALCO INDUSTRIES LTD. | 27,817 |
| WASTE CONNECTIONS OF CANADA INC | 50,083 |
| WASTE MANAGEMENT | 334,831 |
| WATERHOUSE ENVIRONMENTAL SERVICES | 164,825 |
| WATT CONSULTING GROUP | 80,832 |
| WAYNE'S TRACTOR SERVICES | 106,376 |
| WE CONSULTANTS & BENEFITS | 55,969 |
| WESCO DISTRIBUTION CANADA LP | 165,690 |
| WEST BAY MECHANICAL LIMITED | 56,243 |
| WEST COAST CIRCUITS LIMITED | 37,018 |
| WEST COAST ELEVATOR SERVICES LTD. | 49,309 |
| WEST COAST PRE FAB | 83,833 |
| WEST SHORE ENVIRONMENTAL SERVICES | 116,095 |
| WEST SHORE MECHANICAL | 30,518 |

| Vendor | Total |
|---|---|
| WESTBROOK CONSULTING LTD | 27,651 |
| WESTBURNE WEST | 71,367 |
| WESTCOAST APPLIANCE GALLERY | 49,465 |
| WESTCOAST ROOF INSPECTION SERVICES | 30,596 |
| WESTERN EQUIPMENT LTD | 28,127 |
| WESTERN GRATER CONTRACTING LTD | 30,026 |
| WESTERN PACIFIC ENTERPRISES | 40,869 |
| WESTERN TANK & LINING LTD | 40,253 |
| WEX CANADA LTD. | 383,409 |
| WHOLESALE FIRE & RESCUE LIMITED | 33,161 |
| WILLIAMS ENGINEERING | 53,074 |
| WINDLEY CONTRACTING LTD | 254,881 |
| WORK TRUCK WEST | 45,273 |
| WSANEC LEADERSHIP COUNCIL SOCIETY | 196,484 |
| WSP CANADA INC | 109,619 |
| XEROX CANADA LIMITED | 70,192 |
| YOKOGAWA FLUID IMAGING | 118,827 |
| YOUR ANSWERING SERVICE | 30,210 |

| | | |
|---|---|---|
| **Total of aggregate payments exceeding $25,000** | | **$ 368,382,705** |
| **Consolidated total of payments of $25,000 or less** | | **$ 10,625,367** |
| Consolidated total of grants exceeding $25,000 | **4,526,895** | |
| Consolidated total of contributions exceeding $25,000 | **10,897,716** | |
| **Consolidated total of grants and contributions exceeding $25,000** | | **$ 15,424,611** |
| **Total Payments** | | **$ 394,432,683** |

**NIL**

The Capital Regional District has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

**Capital Regional District**

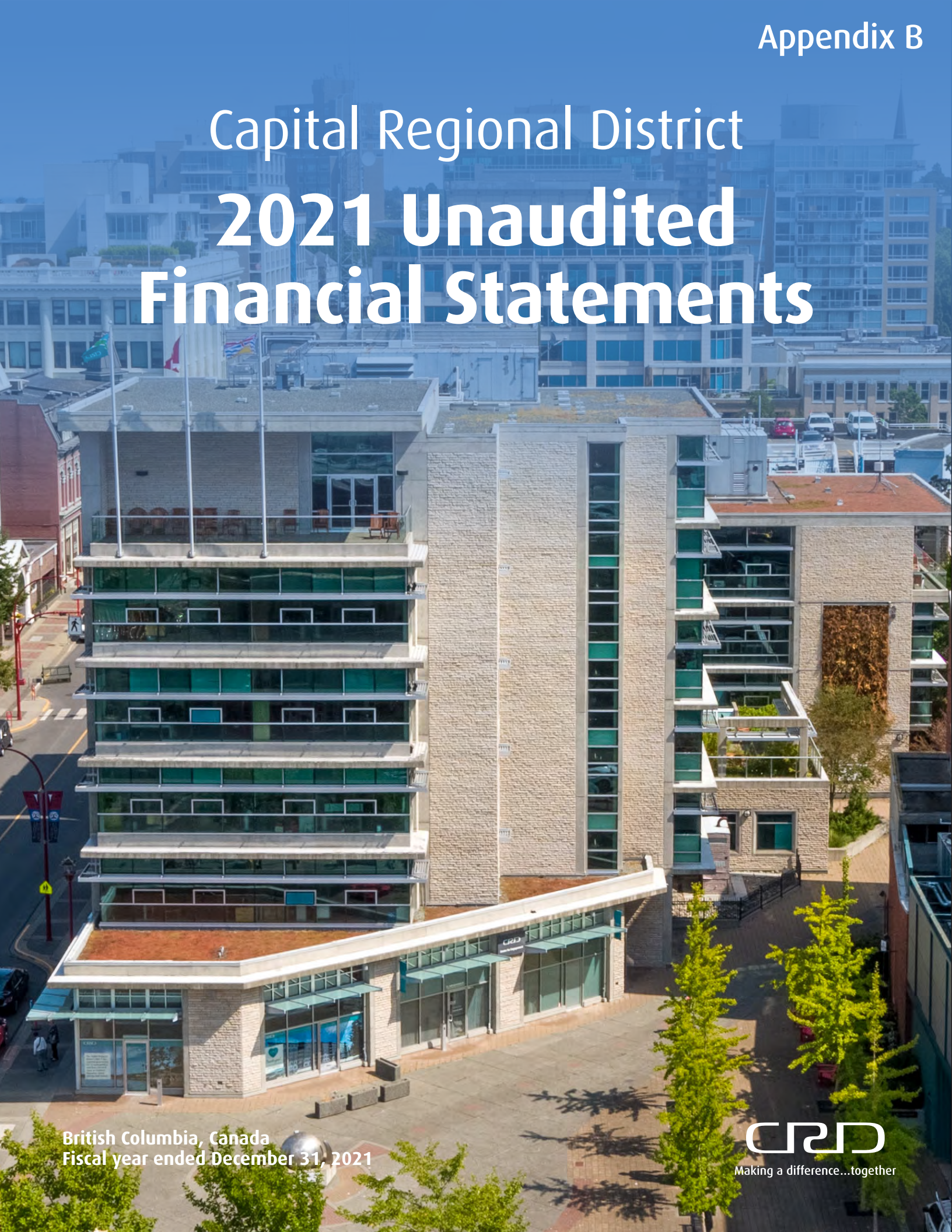
625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

www.crd.bc.ca
Twitter: @crd_bc
Facebook: Capital Regional District

Appendix B

# Capital Regional District

# 2021 Unaudited Financial Statements



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

*This page left intentionally blank.*

# Table of Contents

## Supplementary Financial Information (Unaudited)


Consolidated Debt Charges (Unaudited) . . . . . 2
Summary of Long-Term Debt (Unaudited) . . . . . 4
Long-Term Debt, General Capital Fund (Unaudited) . . . . . 6
Long-Term Debt, Sewer Capital Fund (Unaudited) . . . . . 12
Long-Term Debt, Water Capital Fund (Unaudited) . . . . . 14
Supplementary Statements - General, Water, Sewer funds . . . . . 16
Schedule of Safe Restart Grant (Unaudited) . . . . . 115

# Consolidated Debt Charges (Unaudited)

For the year ended December 31, 2021

| | Principal Payments on Mortgages and Debenture Debt | Principal Payments on Long-Term Non-Debenture Debt | Principal Payments on Short-Term Non-Debenture Debt |
|---|---|---|---|
| GENERAL REVENUE FUND | | | |
| Issued by Municipal Finance Authority | | | |
| Member municipalities and other | $ 9,362,108 | $ - | $ - |
| Capital Regional District | 2,715,886 | - | |
| Non-debenture-Capital Regional District | - | 1,602,355 | - |
| | 12,077,994 | 1,602,355 | - |
| SEWER REVENUE FUND | | | |
| Issued by Municipal Finance Authority | 5,748,362 | - | |
| Non-debenture-Capital Regional District | - | 1,346,995 | 97,000,000 |
| | 5,748,362 | 1,346,995 | 97,000,000 |
| WATER REVENUE FUND | | | |
| Issued by Municipal Finance Authority | 6,957,418 | - | |
| Non-debenture-Capital Regional District | - | - | - |
| | 6,957,418 | - | - |
| HOUSING GENERAL REVENUE FUND | | | |
| Mortgages Payable | 6,473,744 | - | |
| Short Term Capital Financing | | | 61,277,457 |
| | $ 31,257,518 | $ 2,949,350 | $ 158,277,457 |

| Interest on Mortgages and Long-Term Debt | Interest on Temporary Borrowings | Accrued Debt Charges | 2021 | 2020 |
|---|---|---|---|---|
| $ 5,974,446 | $ 29,468 | $ - | $ 15,366,022 | $ 15,339,502 |
| 1,219,679 | - | (19,620) | 3,915,945 | 5,217,234 |
| 4,145 | 20,501 | - | 1,627,001 | 69,688 |
| 7,198,270 | 49,969 | (19,620) | 20,908,968 | 20,626,424 |
| 3,621,912 | - | (15,219) | 9,355,055 | 8,642,597 |
| 3,201,667 | 581,576 | - | 102,130,237 | 24,568,004 |
| 6,823,578 | 581,576 | (15,219) | 111,485,292 | 33,210,600 |
| 3,792,883 | - | (1,969) | 10,748,332 | 10,596,465 |
| - | - | - | - | - |
| 3,792,883 | - | (1,969) | 10,748,332 | 10,596,465 |
| 3,282,707 | | - | 9,756,451 | 7,219,936 |
| | | | 61,277,457 | 7,219,936 |
| $ 21,097,438 | $ 631,545 | $ (36,808) | $ 214,176,499 | $ 71,653,426 |

**SUMMARY OF LONG-TERM DEBT (Unaudited)**

| | | Outstanding Dec 31/20 |
|---|---|---|
| General Capital - Debenture | (Schedule B) | $ 29,587,981 |
| Non-Debenture | (Schedule B) | 1,683,324 |
| Sewer Capital - Debenture | (Schedule C) | 94,153,286 |
| Non-Debenture | (Schedule C) | - |
| Water Capital - Debenture | (Schedule D) | 55,799,005 |
| Non-Debenture | (Schedule D) | - |
| | | 181,223,596 |
| Accrued actuarial valuation - CRD Debt | | (2,920,075) |
| | | 178,303,521 |
| Member Municipalities | (Schedule B) | 146,869,657 |
| **CRD Total** | | **325,173,178** |
| **CRHC Total** | | **79,863,408** |
| **Consolidated Total** | | **$ 405,036,586** |

| 2021 | | | | |
|---|---|---|---|---|
| **Additions** | **Principal** | **Actuarial** | **Total Debt Retirement** | **Outstanding Dec 31/21** |
| $ 1,040,000 | $ (2,715,886) | $ (629,346) | $ (3,345,232) | $ 27,282,749 |
| 545,000 | (1,602,355) | - | (1,602,355) | 625,969 |
| 23,760,000 | (5,748,362) | (1,412,331) | (7,160,693) | 110,752,593 |
| 63,391,395 | (1,346,995) | - | (1,346,995) | 62,044,400 |
| - | (6,957,418) | (3,202,728) | (10,160,146) | 45,638,859 |
| - | - | - | - | - |
| 88,736,395 | (18,371,016) | (5,244,405) | (23,615,421) | 246,344,570 |
| | | (302,255) | (302,255) | (3,222,330) |
| 88,736,395 | (18,371,016) | (5,546,661) | (23,917,677) | 243,122,239 |
| 45,400,000 | (9,362,108) | (3,364,852) | (12,726,960) | 179,542,697 |
| **134,136,395** | **(27,733,124)** | **(8,911,512)** | **(36,644,636)** | **422,664,937** |
| **86,853,067** | **(6,473,744)** | - | **(6,473,744)** | **160,242,731** |
| **$ 220,989,462** | **$ (34,206,868)** | **$ (8,911,512)** | **$ (43,118,380)** | **$ 582,907,668** |

| **TOTAL OUTSTANDING DEBT** | |
|---|---|
| General Capital (CRD and municipalities) | **$ 207,451,415** |
| Sewer Capital | **172,796,993** |
| Water Capital | **45,638,859** |
| Less accrued actuarial valuation | **3,222,330** |
| CRD | **422,664,937** |
| CRHC | **160,242,731** |
| Total | **$ 582,907,668** |

## *Long-Term Debt – General Capital Fund (Unaudited)*

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Regional Parks | | | | | | | | | | | | |
| 2017 | 4142 | 4198 | 142 | 2032 | 560,000 | 3.150% | 466,936 | - | 30,109 | 2,792 | 32,901 | 434,035 |
| 2018 | 4142 | 4222 | 145 | 2033 | 4,000,000 | 3.150% | 3,563,416 | - | 215,066 | 13,098 | 228,164 | 3,335,252 |
| 2021 | 4142 | 4399 | 153 | 2031 | 1,040,000 | 2.410% | - | 1,040,000 | - | - | - | 1,040,000 |
| Total Regional Parks | | | | | 5,600,000 | | 4,030,352 | 1,040,000 | 245,176 | 15,889 | 261,065 | 4,809,287 |
| Port Renfrew Fire | | | | | | | | | | | | |
| 2009 | 3456 | 3634 | 106 | 2024 | 40,000 | 2.250% | 13,058 | - | 1,998 | 1,078 | 3,075 | 9,983 |
| Total Port Renfrew Fire | | | | | 40,000 | | 13,058 | - | 1,998 | 1,078 | 3,075 | 9,983 |
| Seaparc Golf Course | | | | | | | | | | | | |
| 2017 | 4052 | 4175 | 141 | 2032 | 660,000 | 2.800% | 550,316 | - | 35,486 | 3,291 | 38,776 | 511,540 |
| Total Seaparc Golf Course | | | | | 660,000 | | 550,316 | - | 35,486 | 3,291 | 38,776 | 511,540 |
| Peninsula Recreation - Swimming Pool | | | | | | | | | | | | |
| 2008 | 3388 | 3514 | 103 | 2023 | 5,200,000 | 2.650% | 1,297,892 | - | 259,694 | 156,084 | 415,778 | 882,114 |
| 2008 | 3388 | 3547 | 104 | 2023 | 1,600,000 | 2.900% | 399,351 | - | 79,906 | 48,026 | 127,932 | 271,419 |
| 2009 | 3388 | 3594 | 105 | 2024 | 2,198,000 | 2.250% | 717,596 | - | 109,771 | 59,216 | 168,987 | 548,609 |
| Total Peninsula Recreation - Swimming Pool | | | | | 8,998,000 | | 2,414,839 | - | 449,370 | 263,326 | 712,696 | 1,702,143 |
| Peninsula Recreation - Community Recreation | | | | | | | | | | | | |
| 2017 | 4116 | 4175 | 141 | 2032 | 1,080,000 | 2.800% | 900,518 | - | 58,068 | 5,384 | 63,452 | 837,065 |
| Total Peninsula Recreation - Community Rec. | | | | | 1,080,000 | | 900,518 | - | 58,068 | 5,384 | 63,452 | 837,065 |
| Solid Waste - Refuse Disposal | | | | | | | | | | | | |
| 2011 | 3518 | 3769 | 116 | 2026 | 2,200,000 | 1.470% | 1,037,264 | - | 109,870 | 46,509 | 156,380 | 880,884 |
| Total Solid Waste - Refuse Disposal | | | | | 2,200,000 | | 1,037,264 | - | 109,870 | 46,509 | 156,380 | 880,884 |
| Saltspring Island - Library | | | | | | | | | | | | |
| 2006 | 3308 | 3364 | 99 | 2021 | 350,000 | 1.750% | 30,271 | - | 17,482 | 12,789 | 30,271 | - |
| 2011 | 3613 | 3800 | 117 | 2026 | 2,000,000 | 1.470% | 942,967 | - | 99,882 | 42,281 | 142,164 | 800,803 |
| 2013 | 3613 | 3910 | 126 | 2028 | 100,000 | 3.850% | 60,554 | - | 4,994 | 1,578 | 6,572 | 53,982 |
| Total Saltspring Island - Library | | | | | 2,450,000 | | 1,033,791 | - | 122,358 | 56,648 | 179,006 | 854,786 |
| Saltspring Island - Indoor Pool | | | | | | | | | | | | |
| 2006 | 3207 | 3364 | 99 | 2021 | 400,000 | 1.750% | 34,595 | - | 19,978 | 14,616 | 34,595 | - |
| Total Saltspring Island - Indoor Pool | | | | | 400,000 | | 34,595 | - | 19,978 | 14,616 | 34,595 | - |
| Gossip Island - Electrification | | | | | | | | | | | | |
| 2012 | 3579 | 3850 | 121 | 2027 | 715,000 | 2.900% | 385,979 | - | 35,708 | 13,161 | 48,869 | 337,110 |
| Total Gossip Island - Electrification | | | | | 715,000 | | 385,979 | - | 35,708 | 13,161 | 48,869 | 337,110 |

## *Long-Term Debt – General Capital Fund (Unaudited) continued*

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Galiano Island Public Building | | | | | | | | | | | | |
| 2013 | 3793 | 3910 | 126 | 2028 | 310,000 | 3.850% | 187,720 | - | 15,482 | 4,891 | 20,373 | 167,347 |
| Total Galiano Island Public Building | | | | | 310,000 | | 187,720 | - | 15,482 | 4,891 | 20,373 | 167,347 |
| Galiano Island Fire | | | | | | | | | | | | |
| 2013 | 3793 | 3910 | 126 | 2028 | 290,000 | 3.850% | 175,608 | - | 14,483 | 4,576 | 19,059 | 156,549 |
| Total Galiano Island Fire | | | | | 290,000 | | 175,608 | - | 14,483 | 4,576 | 19,059 | 156,549 |
| North Galiano Fire | | | | | | | | | | | | |
| 2014 | 3844 | 3936 | 127 | 2029 | 280,000 | 3.300% | 187,247 | - | 13,984 | 3,710 | 17,694 | 169,553 |
| Total North Galiano Fire | | | | | 280,000 | | 187,247 | - | 13,984 | 3,710 | 17,694 | 169,553 |
| East Sooke Fire | | | | | | | | | | | | |
| 2014 | 3863 | 3966 | 130 | 2029 | 1,800,000 | 3.000% | 1,203,736 | - | 89,894 | 23,851 | 113,745 | 1,089,991 |
| 2016 | 3863 | 4114 | 139 | 2031 | 150,000 | 2.100% | 116,259 | - | 8,065 | 1,012 | 9,077 | 107,182 |
| Total East Sooke Fire | | | | | 1,950,000 | | 1,319,995 | - | 97,959 | 24,863 | 122,822 | 1,197,173 |
| Land Banking and Housing | | | | | | | | | | | | |
| 2015 | 3715 | 4009 | 131 | 2030 | 9,413,000 | 2.200% | 5,110,288 | - | 802,377 | 150,595 | 952,972 | 4,157,316 |
| Total Land Banking and Housing | | | | | 9,413,000 | | 5,110,288 | - | 802,377 | 150,595 | 952,972 | 4,157,316 |
| 911 Call Answer | | | | | | | | | | | | |
| 2019 | 4119 | 4198 | 147 | 2034 | 7,000,000 | 2.660% | 6,623,634 | - | 376,366 | 11,291 | 387,657 | 6,235,977 |
| 2019 | 4119 | 4318 | 149 | 2034 | 5,900,000 | 2.240% | 5,582,778 | - | 317,223 | 9,517 | 326,740 | 5,256,039 |
| Total 911 Call Answer | | | | | 12,900,000 | | 12,206,412 | - | 693,589 | 20,808 | 714,397 | 11,492,015 |
| **Total General - Debenture Debt** | | | | | **47,286,000** | | **29,587,981** | **1,040,000** | **2,715,886** | **629,346** | **3,345,232** | **27,282,749** |
| **Non-Debenture Debt** | | | | | | | | | | | | |
| South Galiano Island Fire Hall | | | | | 1,500,000 | | 1,500,000 | 800,000 | - | - | - | 2,300,000 |
| Southern Gulf Island Small Craft Harbour | | | | | 710,000 | | - | 710,000 | - | - | - | 710,000 |
| Equipment Financing Loan - SEAPARC | | | | | 227,000 | | 183,324 | - | 49,039 | - | 49,039 | 134,285 |
| Equipment Financing Loan - Pender Firetruck | | | | | 545,000 | | - | 545,000 | 53,316 | - | 53,316 | 491,684 |
| **Total General - Non-Debenture Debt** | | | | | **2,982,000** | | **1,683,324** | **2,055,000** | **102,355** | **-** | **102,355** | **3,635,969** |
| **Total Debt - General** | | | | | **$ 50,268,000** | | **$ 31,271,305** | **$ 3,095,000** | **$ 2,818,241** | **$ 629,346** | **$ 3,447,587** | **$ 30,918,718** |

## Long-Term Debt – General Capital Fund (Unaudited) continued

| Issue Date | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MUNICIPALITIES** | | | | | | | | | | | |
| Victoria | | | | | | | | | | | |
| 2003 | 3026 | 79 | 2033 | 10,000,000 | 2.250% | 6,110,656 | - | 150,514 | 194,467 | 344,982 | 5,765,674 |
| 2003 | 3026 | 80 | 2033 | 10,000,000 | 2.850% | 6,110,656 | - | 150,514 | 194,467 | 344,982 | 5,765,674 |
| 2004 | 3026 | 81 | 2034 | 10,000,000 | 2.850% | 6,439,209 | - | 150,514 | 178,040 | 328,554 | 6,110,656 |
| 2007 | 3467 | 102 | 2022 | 4,509,000 | 2.250% | 764,893 | - | 225,184 | 149,764 | 374,949 | 389,945 |
| 2008 | 3515 | 103 | 2023 | 1,800,000 | 2.650% | 449,270 | - | 89,894 | 54,029 | 143,923 | 305,347 |
| 2009 | 3515 | 105 | 2024 | 1,800,000 | 2.250% | 587,657 | - | 89,894 | 48,494 | 138,388 | 449,269 |
| 2009 | 3595 | 105 | 2024 | 3,440,015 | 2.250% | 1,123,086 | - | 171,798 | 92,677 | 264,475 | 858,610 |
| 2010 | 3515 | 110 | 2025 | 5,200,000 | 1.280% | 2,082,089 | - | 279,144 | 109,127 | 388,271 | 1,693,818 |
| 2011 | 3770 | 115 | 2031 | 10,200,000 | 3.890% | 6,549,950 | - | 488,449 | - | 488,449 | 6,061,501 |
| 2014 | 3770 | 130 | 2034 | 23,200,000 | 3.000% | 18,032,270 | - | 779,097 | 206,709 | 985,806 | 17,046,464 |
| 2016 | 3770 | 139 | 2036 | 5,500,000 | 2.100% | 4,643,670 | - | 204,686 | 25,690 | 230,376 | 4,413,293 |
| 2017 | 3770 | 142 | 2037 | 9,600,000 | 3.150% | 8,495,711 | - | 357,271 | 33,129 | 390,399 | 8,105,312 |
| Total Victoria | | | | 95,249,015 | | 61,389,118 | - | 3,136,960 | 1,286,593 | 4,423,553 | 56,965,565 |
| Central Saanich | | | | | | | | | | | |
| 2010 | 3674 | 110 | 2025 | 1,000,000 | 1.280% | 400,402 | - | 53,682 | 20,986 | 74,667 | 325,735 |
| 2011 | 3772 | 116 | 2026 | 1,333,333 | 1.470% | 628,645 | - | 66,588 | 28,188 | 94,776 | 533,869 |
| 2015 | 4032 | 133 | 2040 | 8,523,540 | 2.750% | 7,350,051 | - | 218,834 | 41,072 | 259,906 | 7,090,146 |
| Total Central Saanich | | | | 10,856,873 | | 8,379,098 | - | 339,103 | 90,246 | 429,349 | 7,949,749 |
| Esquimalt | | | | | | | | | | | |
| 2002 | 2999 | 78 | 2022 | 4,000,000 | 2.250% | 596,819 | - | 120,970 | 170,159 | 291,130 | 305,689 |
| 2003 | 3092 | 80 | 2023 | 2,800,000 | 2.850% | 611,859 | - | 84,679 | 109,407 | 194,086 | 417,772 |
| 2004 | 3198 | 85 | 2024 | 1,256,000 | 2.250% | 357,376 | - | 37,985 | 44,931 | 82,916 | 274,460 |
| 2005 | 3293 | 95 | 2025 | 2,012,000 | 0.910% | 651,903 | - | 81,986 | 40,803 | 122,789 | 529,114 |
| 2006 | 3369 | 99 | 2026 | 1,129,000 | 1.530% | 435,483 | - | 37,914 | 27,741 | 65,654 | 369,828 |
| 2007 | 3464 | 102 | 2027 | 2,353,000 | 2.250% | 1,039,181 | - | 79,018 | 52,553 | 131,571 | 907,610 |
| 2014 | 3969 | 130 | 2024 | 1,200,000 | 3.000% | 537,041 | - | 99,949 | 26,518 | 126,468 | 410,573 |
| 2021 | 4439 | 156 | 2051 | 35,000,000 | 2.580% | - | 35,000,000 | - | - | - | 35,000,000 |
| Total Esquimalt | | | | 49,750,000 | | 4,229,660 | 35,000,000 | 542,501 | 472,112 | 1,014,613 | 38,215,047 |

Long-Term Debt – General Capital Fund (Unaudited) continued

## *Long-Term Debt – General Capital Fund (Unaudited) continued*

| Issue Date | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MUNICIPALITIES** | | | | | | | | | | | |
| Saanich | | | | | | | | | | | |
| 2003 | 3051 | 79 | 2028 | 1,500,000 | 2.250% | 687,869 | - | 31,429 | 40,606 | 72,035 | 615,834 |
| 2006 | 3363 | 99 | 2021 | 4,505,000 | 1.750% | 389,593 | - | 224,977 | 164,616 | 389,593 | - |
| 2007 | 3466 | 102 | 2022 | 2,306,300 | 2.250% | 391,234 | - | 115,179 | 76,603 | 191,782 | 199,453 |
| 2010 | 3726 | 111 | 2025 | 1,797,000 | 3.350% | 699,937 | - | 130,917 | - | 130,917 | 569,020 |
| 2010 | 3726 | 112 | 2025 | 1,150,000 | 1.280% | 460,465 | - | 61,734 | 24,134 | 85,868 | 374,597 |
| 2011 | 3771 | 114 | 2026 | 8,400,000 | 3.650% | 3,908,570 | - | 594,470 | - | 594,470 | 3,314,101 |
| 2012 | 3853 | 121 | 2027 | 750,000 | 2.900% | 404,873 | - | 37,456 | 13,805 | 51,261 | 353,612 |
| 2014 | 3968 | 130 | 2024 | 2,400,000 | 3.000% | 1,072,638 | - | 199,898 | 53,036.81 | 252,935 | 819,703 |
| 2014 | 3968 | 130 | 2029 | 4,725,000 | 3.000% | 3,161,248 | - | 235,972 | 62,608 | 298,579 | 2,862,669 |
| 2016 | 4061 | 137 | 2031 | 8,064,600 | 2.600% | 6,302,971 | - | 417,948 | 61,657 | 479,605 | 5,823,366 |
| 2017 | 4163 | 141 | 2032 | 2,800,000 | 2.800% | 2,334,677 | - | 150,546 | 13,960 | 164,506 | 2,170,171 |
| 2017 | 4199 | 142 | 2032 | 3,695,800 | 3.150% | 3,081,605 | - | 198,711 | 18,426 | 217,136 | 2,864,469 |
| 2018 | 4163 | 144 | 2028 | 836,630 | 3.410% | 627,472 | - | 83,663 | - | 83,663 | 543,809 |
| 2019 | 4283 | 147 | 2034 | 4,605,000 | 2.660% | 4,357,405 | - | 247,595 | 7,428 | 255,023 | 4,102,382 |
| 2019 | 4319 | 149 | 2024 | 655,000 | 1.970% | 531,628 | | 123,372 | 3,701 | 127,073 | 404,554 |
| 2019 | 4319 | 149 | 2034 | 5,910,000 | 2.240% | 5,592,240 | - | 317,761 | 9,533 | 327,293 | 5,264,946 |
| 2020 | 4361 | 152 | 2025 | 695,000 | 0.910% | 695,000 | - | 134,219 | - | 134,219 | 560,781 |
| 2020 | 4361 | 152 | 2035 | 2,585,000 | 0.910% | 2,585,000 | - | 152,198 | - | 152,198 | 2,432,802 |
| 2021 | 4400 | 153 | 2036 | 7,200,000 | 2.410% | - | 7,200,000 | - | - | - | 7,200,000 |
| 2021 | 4438 | 156 | 2036 | 3,200,000 | 1.980% | - | 3,200,000 | - | - | - | 3,200,000 |
| Total Saanich | | | | 67,780,330 | | 37,284,424 | 10,400,000 | 3,458,045 | 550,113 | 4,008,158 | 43,676,267 |
| Oak Bay | | | | | | | | | | | |
| 2003 | 3095 | 80 | 2023 | 4,715,000 | 2.850% | 1,030,324 | - | 142,594 | 184,234 | 326,828 | 703,496 |
| Total Oak Bay | | | | 4,715,000 | | 1,030,324 | - | 142,594 | 184,234 | 326,828 | 703,496 |
| North Saanich | | | | | | | | | | | |
| 2007 | 3465 | 102 | 2032 | 7,722,907 | 2.250% | 4,639,589 | - | 185,443 | 123,333 | 308,776 | 4,330,813 |
| 2014 | 3938 | 127 | 2029 | 1,680,000 | 3.300% | 1,123,488 | - | 83,900 | 22,261 | 106,161 | 1,017,327 |
| Total North Saanich | | | | 9,402,907 | | 5,763,077 | - | 269,343 | 145,593 | 414,937 | 5,348,140 |

*Long-Term Debt – General Capital Fund (Unaudited) continued*

## Long-Term Debt – General Capital Fund (Unaudited) continued

| Issue Date | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MUNICIPALITIES** | | | | | | | | | | | |
| Sidney | | | | | | | | | | | |
| 2006 | 3359 | 99 | 2021 | 770,000 | 1.750% | 66,590 | - | 38,454 | 28,136 | 66,590 | - |
| 2007 | 3414 | 101 | 2022 | 80,000 | 2.250% | 13,571 | - | 3,995 | 2,657 | 6,652 | 6,919 |
| 2010 | 3676 | 110 | 2035 | 1,448,000 | 1.280% | 1,030,556 | - | 38,798 | 14,611 | 53,409 | 977,147 |
| 2011 | 3801 | 117 | 2036 | 1,073,000 | 1.470% | 800,336 | - | 25,765 | 10,907 | 36,671 | 763,665 |
| 2012 | 1958 | 118 | 2037 | 479,000 | 3.400% | 373,019 | - | 11,502 | 4,239 | 15,741 | 357,278 |
| 2017 | 4200 | 142 | 2047 | 3,000,000 | 3.150% | 2,805,094 | - | 63,058 | 5,847 | 68,905 | 2,736,189 |
| 2019 | 4284 | 147 | 2049 | 2,500,000 | 2.660% | 2,447,452 | - | 52,548 | 1,576 | 54,125 | 2,393,327 |
| 2020 | 4346 | 150 | 2050 | 3,000,000 | 1.990% | 3,000,000 | - | 73,950 | - | 73,950 | 2,926,050 |
| Total Sidney | | | | 12,350,000 | | 10,536,618 | - | 308,069 | 67,973 | 376,043 | 10,160,575 |
| View Royal | | | | | | | | | | | |
| 2011 | 3802 | 117 | 2026 | 2,445,000 | 1.470% | 1,152,777 | - | 122,106 | 51,689 | 173,795 | 978,982 |
| 2014 | 3937 | 127 | 2034 | 5,490,000 | 3.300% | 4,267,119 | - | 184,364 | 48,915 | 233,279 | 4,033,840 |
| Total View Royal | | | | 7,935,000 | | 5,419,896 | - | 306,470 | 100,604 | 407,074 | 5,012,822 |
| Highlands | | | | | | | | | | | |
| 2004 | 3153 | 81 | 2024 | 571,021 | 2.850% | 162,477 | | 17,269 | 20,427 | 37,696 | 124,780 |
| 2016 | 4115 | 139 | 2026 | 500,000 | 2.100% | 317,531 | | 43,615 | 5,474 | 49,089 | 268,442 |
| Total Highlands | | | | 1,071,021 | | 480,008 | - | 60,884 | 25,901 | 86,786 | 393,222 |
| | | | | 1,696,000 | | | | | | | |
| Colwood | | | | | | | | | | | |
| 2009 | 3596 | 105 | 2022 | 1,696,000 | 2.080% | 320,345 | - | 102,004 | 55,026 | 157,030 | 163,315 |
| 2009 | 3596 | 105 | 2023 | 720,000 | 2.200% | 189,154 | - | 39,362 | 21,234 | 60,595 | 128,558 |
| 2009 | 3596 | 105 | 2024 | 3,396,000 | 2.250% | 1,108,715 | - | 169,600 | 91,491 | 261,091 | 847,623 |
| 2012 | 3852 | 121 | 2038 | 3,710,323 | 2.900% | 2,938,797 | - | 83,732 | 30,861 | 114,593 | 2,824,204 |
| 2016 | 4060 | 137 | 2046 | 4,501,000 | 2.600% | 4,133,498 | - | 87,190 | 12,863 | 100,053 | 4,033,446 |
| Total Colwood | | | | 14,023,323 | | 8,690,509 | - | 481,888 | 211,475 | 693,363 | 7,997,146 |

## *Long-Term Debt – General Capital Fund (Unaudited) continued*

| Issue Date | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **MUNICIPALITIES** | | | | | | | | | | | | |
| Sooke | | | | | | | | | | | | |
| 2006 | 3360 | 99 | 2026 | 8,800,000 | | 1.530% | 3,394,384 | - | 295,519 | 216,225 | 511,744 | 2,882,641 |
| 2007 | 3413 | 101 | 2027 | 617,101 | | 2.250% | 272,540 | - | 20,723 | 13,783 | 34,506 | 238,034 |
| Total Sooke | | | | 9,417,101 | | | 3,666,925 | - | 316,243 | 230,007 | 546,250 | 3,120,675 |
| **Total Municipal Debenture** | | | | **282,550,570** | | | **146,869,657** | **45,400,000** | **9,362,108** | **3,364,852** | **12,726,960** | **179,542,697** |
| **Total General Debenture** | | | | **47,286,000** | **-** | | **29,587,981** | **1,040,000** | **2,715,886** | **629,346** | **3,345,232** | **27,282,749** |
| **Total Debenture Debt** | | | | **329,836,570** | | | **176,457,639** | **46,440,000** | **12,077,994** | **3,994,198** | **16,072,192** | **206,825,446** |
| **Non-Debenture Debt** | | | | | | | | | | | | |
| Vancouver Island Regional Library - Sooke | | | | 6,000,000 | | | - | 6,000,000 | - | - | - | 6,000,000 |
| **Total Municipal and Other Non-Debenture** | | | | **6,000,000** | | | **-** | **6,000,000** | **-** | **-** | **-** | **6,000,000** |
| **Total General Non-Debenture** | | | | **2,982,000** | **-** | | **1,683,324** | **2,055,000** | **102,355** | **-** | **102,355** | **3,635,969** |
| **Total Non-Debenture Debt** | | | | **8,982,000** | **-** | | **1,683,324** | **8,055,000** | **102,355** | **-** | **102,355** | **9,635,969** |
| **Grand Total** | | | | **$ 338,818,570** | | | **$ 178,140,962** | **$ 54,495,000** | **$ 12,180,349** | **$ 3,994,198** | **$ 16,174,547** | **$ 216,461,415** |

## *Long-Term Debt – Sewer Capital Fund (Unaudited) continued*



| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Millstream Site Remediation | | | | | | | | | | | | |
| 2010 | 3513 | 3725 | 112 | 2025 | 288,234 | 1.280% | 115,409 | - | 15,473 | 6,049 | 21,522 | 93,887 |
| 2012 | 3513 | 3817 | 118 | 2027 | 200,000 | 3.400% | 107,967 | - | 9,988 | 3,681 | 13,670 | 94,298 |
| 2013 | 3513 | 3882 | 124 | 2028 | 600,000 | 3.150% | 363,328 | - | 29,965 | 9,467 | 39,431 | 323,897 |
| 2013 | 3513 | 3910 | 126 | 2028 | 611,766 | 3.850% | 370,456 | - | 30,552 | 9,652 | 40,205 | 330,251 |
| Total Millstream Site Remediation | | | | | 1,700,000 | | 957,160 | - | 85,978 | 28,849 | 114,827 | 842,332 |
| Septage/Composting - Saltspring Island | | | | | | | | | | | | |
| 2009 | 3564 | 3594 | 105 | 2024 | 280,000 | 2.250% | 91,412 | - | 13,984 | 7,543 | 21,527 | 69,885 |
| 2009 | 3564 | 3634 | 106 | 2024 | 400,000 | 2.250% | 130,593 | - | 19,976 | 10,776 | 30,753 | 99,840 |
| 2010 | 3564 | 3677 | 110 | 2025 | 650,000 | 1.280% | 260,260 | - | 34,893 | 13,641 | 48,534 | 211,726 |
| 2013 | 3564 | 3910 | 126 | 2028 | 770,000 | 3.850% | 466,273 | - | 38,455 | 12,149 | 50,604 | 415,669 |
| Total Septage/Composting - SSI | | | | | 2,100,000 | | 948,537 | - | 107,308 | 44,110 | 151,417 | 797,120 |
| Debt - NWT - Vortex / Siphon Upgrade | | | | | | | | | | | | |
| 2011 | 3532 | 3769 | 116 | 2021 | 60,350 | 4.200% | 7,153 | - | 5,025 | 2,128 | 7,153 | - |
| Total NWT - Vortex / Siphon Upgrade | | | | | 60,350 | | 7,153 | - | 5,025 | 2,128 | 7,153 | - |
| Debt - NWT - Macaulay Point/Genset | | | | | | | | | | | | |
| 2007 | 3339 | 3412 | 101 | 2022 | 196,790 | 2.250% | 33,382 | - | 9,828 | 6,536 | 16,364 | 17,018 |
| Total NWT - Macaulay Point/Genset | | | | | 196,790 | | 33,382 | - | 9,828 | 6,536 | 16,364 | 17,018 |
| Debt - LWMP Core - NET / ECI Sewer Upgrade | | | | | | | | | | | | |
| 2006 | 3205 | 3325 | 97 | 2021 | 2,000,000 | 1.750% | 172,965 | - | 99,883 | 73,081 | 172,965 | - |
| 2006 | 3205 | 3364 | 99 | 2021 | 4,000,000 | 1.750% | 345,928 | - | 199,765 | 146,163 | 345,928 | - |
| Total LWMP Core - NET / ECI Sewer Upg | | | | | 6,000,000 | | 518,892 | - | 299,648 | 219,244 | 518,892 | - |
| Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice) | | | | | | | | | | | | |
| 2007 | 3205 | 3412 | 101 | 2022 | 7,000,000 | 2.250% | 1,187,460 | - | 349,588 | 232,502 | 582,089 | 605,371 |
| 2007 | 3205 | 3457 | 102 | 2022 | 3,000,000 | 2.250% | 508,913 | - | 149,823 | 99,644 | 249,467 | 259,446 |
| 2008 | 3205 | 3514 | 103 | 2023 | 1,000,000 | 2.650% | 249,595 | - | 49,941 | 30,016 | 79,957 | 169,638 |
| 2008 | 3205 | 3547 | 104 | 2023 | 700,000 | 2.900% | 174,716 | - | 34,959 | 21,011 | 55,970 | 118,745 |
| Total LWMP Core-NET/ECI Sewer Upg | | | | | 11,700,000 | | 2,120,683 | - | 584,311 | 383,173 | 967,483 | 1,153,200 |
| Debt - Craigflower PS Upgrade | | | | | | | | | | | | |
| 2006 | 3244 | 3364 | 99 | 2021 | 400,000 | 1.750% | 34,596 | - | 19,979 | 14,616 | 34,596 | - |
| 2008 | 3244 | 3514 | 103 | 2023 | 80,000 | 2.650% | 19,967 | - | 3,995 | 2,401 | 6,397 | 13,571 |
| Total Craigflower PS Upgrade | | | | | 480,000 | | 54,563 | - | 23,975 | 17,018 | 40,992 | 13,571 |
| Debt- LWMP Core Treatment Facilities | | | | | | | | | | | | |
| 2008 | 3461 | 3547 | 104 | 2023 | 10,000,000 | 2.900% | 2,495,949 | - | 499,411 | 300,162 | 799,573 | 1,696,376 |
| Total LWMP Core Treatment Facilities | | | | | 10,000,000 | | 2,495,949 | - | 499,411 | 300,162 | 799,573 | 1,696,376 |

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Debt - Core Sewage Integrated Treatment Facilities | | | | | | | | | | | | |
| 2010 | 3615 | 3677 | 110 | 2025 | 12,000,000 | 1.280% | 4,804,822 | - | 644,178 | 251,831 | 896,010 | 3,908,812 |
| Total Core Sewage Integrated Trtmnt. Facs. | | | | | 12,000,000 | | 4,804,822 | - | 644,178 | 251,831 | 896,010 | 3,908,812 |
| Debt - Core Area WasteWater Treatment Program | | | | | | | | | | | | |
| 2013 | 3887 | 3910 | 126 | 2038 | 6,100,000 | 3.850% | 4,943,113 | - | 146,473 | 46,275 | 192,748 | 4,750,365 |
| 2018 | 3887 | 4253 | 146 | 2043 | 15,000,000 | 3.200% | 14,164,821 | - | 411,418 | 25,055 | 436,473 | 13,728,348 |
| 2019 | 4204 | 4282 | 147 | 2044 | 60,000,000 | 2.660% | 58,354,328 | | 1,645,672 | 49,370 | 1,695,042 | 56,659,285 |
| 2021 | 4204 | 4347 | 155 | 2031 | 20,000,000 | 3.030% | - | 20,000,000 | 1,000,000 | - | 1,000,000 | 19,000,000 |
| Total Core Area WasteWater Trtmnt Pgrm. | | | | | 101,100,000 | | 77,462,262 | 20,000,000 | 3,203,563 | 120,701 | 3,324,264 | 94,137,998 |
| Debt - Oak Bay - Humber/Rutland | | | | | | | | | | | | |
| 2007 | 3332 | 3412 | 101 | 2022 | 450,000 | 2.250% | 76,335 | - | 22,474 | 14,947 | 37,420 | 38,915 |
| Total Oak Bay - Humber/Rutland | | | | | 450,000 | | 76,335 | - | 22,474 | 14,947 | 37,420 | 38,915 |
| Debt - Ganges Sewer (S.S.I.) | | | | | | | | | | | | |
| 2016 | 4007 | 4114 | 139 | 2036 | 350,000 | 2.100% | 295,505 | - | 13,026 | 1,635 | 14,660 | 280,844 |
| 2017 | 4007 | 4198 | 142 | 2042 | 1,500,000 | 3.150% | 1,372,835 | - | 41,142 | 3,815 | 44,957 | 1,327,878 |
| 2018 | 4007 | 4253 | 146 | 2038 | 1,800,000 | 3.200% | 1,664,014 | - | 66,988 | 4,080 | 71,068 | 1,592,946 |
| 2019 | 4007 | 4318 | 149 | 2044 | 250,000 | 2.240% | 243,143 | | 6,857 | 206 | 7,063 | 236,080 |
| Total Debt - Ganges Sewer (S.S.I.) | | | | | 3,900,000 | | 3,575,496 | - | 128,013 | 9,735 | 137,748 | 3,437,749 |
| Debt - Maliview Sewer (S.S.I.) | | | | | | | | | | | | |
| 2006 | 2991 | 3364 | 99 | 2021 | 24,000 | 1.750% | 2,073 | - | 1,196 | 877 | 2,073 | - |
| Total Maliview Sewer (S.S.I.) | | | | | 24,000 | | 2,073 | - | 1,196 | 877 | 2,073 | - |
| Debt - Magic Lake Estates (P.I.) | | | | | | | | | | | | |
| 2016 | 4048 | 4114 | 139 | 2026 | 745,000 | 2.100% | 473,119 | - | 64,987 | 8,156 | 73,143 | 399,976 |
| 2017 | 4048 | 4198 | 142 | 2027 | 250,000 | 3.150% | 182,594 | - | 21,808 | 2,022 | 23,830 | 158,765 |
| 2018 | 4048 | 4253 | 146 | 2028 | 535,000 | 3.200% | 440,264 | - | 46,668 | 2,842 | 49,510 | 390,753 |
| 2021 | 4320 | 4399 | 153 | 2051 | 2,500,000 | 2.410% | - | 2,500,000 | - | - | - | 2,500,000 |
| 2021 | 4320 | 4437 | 156 | 2051 | 1,260,000 | 1.980% | - | 1,260,000 | - | - | - | 1,260,000 |
| Total Debt - Magic Lake Estates (P.I.) | | | | | 5,290,000 | | 1,095,977 | 3,760,000 | 133,463 | 13,021 | 146,483 | 4,709,494 |
| **Total Sewer - Debenture Debt** | | | | | **155,101,140** | | **94,153,286** | **23,760,000** | **5,748,362** | **1,412,331** | **7,160,693** | **110,752,593** |
| **MFA Non Debenture Debt** | | | | | | | | | | | | |
| 2018 | 3887 | 3888 | | | 32,000,000 | Variable | - | | | - | | - |
| 2019 | 4204 | 4252 | | | 64,000,000 | Variable | - | | | | | - |
| 2021 | 4204 | 4252 | | | 110,000,000 | Variable | - | 110,000,000 | 97,000,000 | | 97,000,000 | 13,000,000 |
| 2021 | 4424 | 4374 | | | 500,000 | Variable | | 500,000 | - | - | - | 500,000 |
| 2021 | 4425 | 4375 | | | 1,000,000 | Variable | | 1,000,000 | - | - | - | 1,000,000 |
| **Total Sewer - MFA Non Debenture Debt** | | | | | **207,500,000** | **-** | **-** | **111,500,000** | **97,000,000** | **-** | **97,000,000** | **14,500,000** |
| **P3 Agreement Non Debenture Debt** | | | | | | | | | | | | |
| 2021 | | | | 2040 | 63,391,394 | 6.293% | - | 63,391,394 | 1,346,995 | - | 1,346,995 | 62,044,400 |
| **Total Sewer - P3 Agreement Non Debenture** | | | | | **63,391,394** | | | **63,391,394** | **1,346,995** | **-** | **1,346,995** | **62,044,400** |
| **Total Sewer - Non Dedenture Debt** | | | | | **270,891,394** | **-** | **-** | **174,891,394** | **98,346,995** | **-** | **98,346,995** | **76,544,400** |
| **Total Debt - Sewer** | | | | | **$ 425,992,534** | **-** | **$ 94,153,286** | **$ 198,651,394** | **$ 104,095,356** | **$ 1,412,331** | **$ 105,507,688** | **$ 187,296,993** |



*Long-Term Debt – Sewer Capital Fund (Unaudited) continued*

## *Long-Term Debt – Water Capital Fund (Unaudited) continued*

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Millstream Site Remediation | | | | | | | | | | | | |
| 2010 | 3513 | 3725 | 112 | 2025 | 288,234 | 1.280% | 115,409 | - | 15,473 | 6,049 | 21,522 | 93,887 |
| 2012 | 3513 | 3817 | 118 | 2027 | 200,000 | 3.400% | 107,967 | - | 9,988 | 3,681 | 13,670 | 94,298 |
| 2013 | 3513 | 3882 | 124 | 2028 | 600,000 | 3.150% | 363,328 | - | 29,965 | 9,467 | 39,431 | 323,897 |
| 2013 | 3513 | 3910 | 126 | 2028 | 611,766 | 3.850% | 370,456 | - | 30,552 | 9,652 | 40,205 | 330,251 |
| Total Millstream Site Remediation | | | | | 1,700,000 | | 957,160 | - | 85,978 | 28,849 | 114,827 | 842,332 |
| Septage/Composting - Saltspring Island | | | | | | | | | | | | |
| 2009 | 3564 | 3594 | 105 | 2024 | 280,000 | 2.250% | 91,412 | - | 13,984 | 7,543 | 21,527 | 69,885 |
| 2009 | 3564 | 3634 | 106 | 2024 | 400,000 | 2.250% | 130,593 | - | 19,976 | 10,776 | 30,753 | 99,840 |
| 2010 | 3564 | 3677 | 110 | 2025 | 650,000 | 1.280% | 260,260 | - | 34,893 | 13,641 | 48,534 | 211,726 |
| 2013 | 3564 | 3910 | 126 | 2028 | 770,000 | 3.850% | 466,273 | - | 38,455 | 12,149 | 50,604 | 415,669 |
| Total Septage/Composting - SSI | | | | | 2,100,000 | | 948,537 | - | 107,308 | 44,110 | 151,417 | 797,120 |
| Debt - NWT - Vortex / Siphon Upgrade | | | | | | | | | | | | |
| 2011 | 3532 | 3769 | 116 | 2021 | 60,350 | 4.200% | 7,153 | - | 5,025 | 2,128 | 7,153 | - |
| Total NWT - Vortex / Siphon Upgrade | | | | | 60,350 | | 7,153 | - | 5,025 | 2,128 | 7,153 | - |
| Debt - NWT - Macaulay Point/Genset | | | | | | | | | | | | |
| 2007 | 3339 | 3412 | 101 | 2022 | 196,790 | 2.250% | 33,382 | - | 9,828 | 6,536 | 16,364 | 17,018 |
| Total NWT - Macaulay Point/Genset | | | | | 196,790 | | 33,382 | - | 9,828 | 6,536 | 16,364 | 17,018 |
| Debt - LWMP Core - NET / ECI Sewer Upgrade | | | | | | | | | | | | |
| 2006 | 3205 | 3325 | 97 | 2021 | 2,000,000 | 1.750% | 172,965 | - | 99,883 | 73,081 | 172,965 | - |
| 2006 | 3205 | 3364 | 99 | 2021 | 4,000,000 | 1.750% | 345,928 | - | 199,765 | 146,163 | 345,928 | - |
| Total LWMP Core - NET / ECI Sewer Upg | | | | | 6,000,000 | | 518,892 | - | 299,648 | 219,244 | 518,892 | - |
| Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice) | | | | | | | | | | | | |
| 2007 | 3205 | 3412 | 101 | 2022 | 7,000,000 | 2.250% | 1,187,460 | - | 349,588 | 232,502 | 582,089 | 605,371 |
| 2007 | 3205 | 3457 | 102 | 2022 | 3,000,000 | 2.250% | 508,913 | - | 149,823 | 99,644 | 249,467 | 259,446 |
| 2008 | 3205 | 3514 | 103 | 2023 | 1,000,000 | 2.650% | 249,595 | - | 49,941 | 30,016 | 79,957 | 169,638 |
| 2008 | 3205 | 3547 | 104 | 2023 | 700,000 | 2.900% | 174,716 | - | 34,959 | 21,011 | 55,970 | 118,745 |
| Total LWMP Core-NET/ECI Sewer Upg | | | | | 11,700,000 | | 2,120,683 | - | 584,311 | 383,173 | 967,483 | 1,153,200 |
| Debt - Craigflower PS Upgrade | | | | | | | | | | | | |
| 2006 | 3244 | 3364 | 99 | 2021 | 400,000 | 1.750% | 34,596 | - | 19,979 | 14,616 | 34,596 | - |
| 2008 | 3244 | 3514 | 103 | 2023 | 80,000 | 2.650% | 19,967 | - | 3,995 | 2,401 | 6,397 | 13,571 |
| Total Craigflower PS Upgrade | | | | | 480,000 | | 54,563 | - | 23,975 | 17,018 | 40,992 | 13,571 |

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2020 Previous Outstanding | Additions 2021 | Principal 2021 | Actuarial 2021 | Debt Retirement 2021 | December 31, 2021 Outstanding |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Debt - Core Sewage Integrated Treatment Facilities | | | | | | | | | | | | |
| 2010 | 3615 | 3677 | 110 | 2025 | 12,000,000 | 1.280% | 4,804,822 | - | 644,178 | 251,831 | 896,010 | 3,908,812 |
| Total Core Sewage Integrated Trtmnt. Facs. | | | | | 12,000,000 | | 4,804,822 | - | 644,178 | 251,831 | 896,010 | 3,908,812 |
| Debt - Core Area WasteWater Treatment Program | | | | | | | | | | | | |
| 2013 | 3887 | 3910 | 126 | 2038 | 6,100,000 | 3.850% | 4,943,113 | - | 146,473 | 46,275 | 192,748 | 4,750,365 |
| 2018 | 3887 | 4253 | 146 | 2043 | 15,000,000 | 3.200% | 14,164,821 | - | 411,418 | 25,055 | 436,473 | 13,728,348 |
| 2019 | 4204 | 4282 | 147 | 2044 | 60,000,000 | 2.660% | 58,354,328 | | 1,645,672 | 49,370 | 1,695,042 | 56,659,285 |
| 2021 | 4204 | 4347 | 155 | 2031 | 20,000,000 | 3.030% | - | 20,000,000 | 1,000,000 | - | 1,000,000 | 19,000,000 |
| Total Core Area WasteWater Trtmnt Pgrm. | | | | | 101,100,000 | | 77,462,262 | 20,000,000 | 3,203,563 | 120,701 | 3,324,264 | 94,137,998 |
| Debt - Oak Bay - Humber/Rutland | | | | | | | | | | | | |
| 2007 | 3332 | 3412 | 101 | 2022 | 450,000 | 2.250% | 76,335 | - | 22,474 | 14,947 | 37,420 | 38,915 |
| Total Oak Bay - Humber/Rutland | | | | | 450,000 | | 76,335 | - | 22,474 | 14,947 | 37,420 | 38,915 |
| Debt - Ganges Sewer (S.S.I.) | | | | | | | | | | | | |
| 2016 | 4007 | 4114 | 139 | 2036 | 350,000 | 2.100% | 295,505 | - | 13,026 | 1,635 | 14,660 | 280,844 |
| 2017 | 4007 | 4198 | 142 | 2042 | 1,500,000 | 3.150% | 1,372,835 | - | 41,142 | 3,815 | 44,957 | 1,327,878 |
| 2018 | 4007 | 4253 | 146 | 2038 | 1,800,000 | 3.200% | 1,664,014 | - | 66,988 | 4,080 | 71,068 | 1,592,946 |
| 2019 | 4007 | 4318 | 149 | 2044 | 250,000 | 2.240% | 243,143 | | 6,857 | 206 | 7,063 | 236,080 |
| Total Debt - Ganges Sewer (S.S.I.) | | | | | 3,900,000 | | 3,575,496 | - | 128,013 | 9,735 | 137,748 | 3,437,749 |
| Debt - Maliview Sewer (S.S.I.) | | | | | | | | | | | | |
| 2006 | 2991 | 3364 | 99 | 2021 | 24,000 | 1.750% | 2,073 | - | 1,196 | 877 | 2,073 | - |
| Total Maliview Sewer (S.S.I.) | | | | | 24,000 | | 2,073 | - | 1,196 | 877 | 2,073 | - |
| Debt - Magic Lake Estates (P.I.) | | | | | | | | | | | | |
| 2016 | 4048 | 4114 | 139 | 2026 | 745,000 | 2.100% | 473,119 | - | 64,987 | 8,156 | 73,143 | 399,976 |
| 2017 | 4048 | 4198 | 142 | 2027 | 250,000 | 3.150% | 182,594 | - | 21,808 | 2,022 | 23,830 | 158,765 |
| 2018 | 4048 | 4253 | 146 | 2028 | 535,000 | 3.200% | 440,264 | - | 46,668 | 2,842 | 49,510 | 390,753 |
| 2021 | 4320 | 4399 | 153 | 2051 | 2,500,000 | 2.410% | - | 2,500,000 | - | - | - | 2,500,000 |
| 2021 | 4320 | 4437 | 156 | 2051 | 1,260,000 | 1.980% | - | 1,260,000 | - | - | - | 1,260,000 |
| Total Debt - Magic Lake Estates (P.I.) | | | | | 5,290,000 | | 1,095,977 | 3,760,000 | 133,463 | 13,021 | 146,483 | 4,709,494 |
| **Total Sewer - Debenture Debt** | | | | | **155,101,140** | | **94,153,286** | **23,760,000** | **5,748,362** | **1,412,331** | **7,160,693** | **110,752,593** |
| **MFA Non Debenture Debt** | | | | | | | | | | | | |
| 2018 | 3887 | 3888 | | | 32,000,000 | Variable | - | | | - | | - |
| 2019 | 4204 | 4252 | | | 64,000,000 | Variable | - | | | | | - |
| 2021 | 4204 | 4252 | | | 110,000,000 | Variable | - | 110,000,000 | 97,000,000 | | 97,000,000 | 13,000,000 |
| 2021 | 4424 | 4374 | | | 500,000 | Variable | | 500,000 | - | - | - | 500,000 |
| 2021 | 4425 | 4375 | | | 1,000,000 | Variable | | 1,000,000 | - | - | - | 1,000,000 |
| **Total Sewer - MFA Non Debenture Debt** | | | | | **207,500,000** | **-** | **-** | **111,500,000** | **97,000,000** | **-** | **97,000,000** | **14,500,000** |
| **P3 Agreement Non Debenture Debt** | | | | | | | | | | | | |
| 2021 | | | | 2040 | 63,391,394 | 6.293% | - | 63,391,394 | 1,346,995 | - | 1,346,995 | 62,044,400 |
| **Total Sewer - P3 Agreement Non Debenture** | | | | | **63,391,394** | | | **63,391,394** | **1,346,995** | **-** | **1,346,995** | **62,044,400** |
| **Total Sewer - Non Dedenture Debt** | | | | | **270,891,394** | **-** | **-** | **174,891,394** | **98,346,995** | **-** | **98,346,995** | **76,544,400** |
| **Total Debt - Sewer** | | | | | **$ 425,992,534** | **-** | **$ 94,153,286** | **$ 198,651,394** | **$ 104,095,356** | **$ 1,412,331** | **$ 105,507,688** | **$ 187,296,993** |



*Long-Term Debt – Water Capital Fund (Unaudited) continued*

# Revenue Funds Statement of Financial Position (Unaudited)

For the year ended December 31, 2021

| | 2021 | 2020 |
|---|---|---|
| **Financial Assets** | | |
| Cash and cash equivalents | **$ 113,790,838** | $ 151,859,416 |
| Term deposits - short term | **183,667,352** | 146,358,804 |
| Accounts receivable: | | |
| AR - federal government | **22,946** | 2,054,747 |
| AR - provincial government | **73,102** | 127,979 |
| AR - local government | **2,582,711** | 2,664,266 |
| AR - trade/other | **14,226,917** | 12,257,770 |
| Due to/from own funds | **(245,621,020)** | (254,717,017) |
| Due to/from CRHC | **80,748** | 104,454 |
| Other assets: | | |
| Prepaid - CRD | **769,546** | 386,136 |
| Municipal Finance Authority Debt Reserve Fund: | | |
| Capital Regional District | **14,793,532** | 13,790,624 |
| Member Municipalities | **10,903,047** | 9,844,047 |
| | **95,289,719** | 84,731,226 |
| **Financial Liabilities** | | |
| Accounts payable: | | |
| AP and accrued liabilites - CRD | **45,707,743** | 36,038,086 |
| Due to/from CRHD | **130,801** | 701,170 |
| Other liabilities: | | |
| Sick leave bank | **3,146,688** | 2,553,371 |
| Deferred revenue - CRD | **10,700,979** | 10,213,544 |
| Long-term debt: | | |
| Municipal Finance Authority Debt Reserve Fund: | | |
| Capital Regional District | | |
| Cash deposits - Capital Regional District | **4,130,153** | 3,934,316 |
| Demand notes - Capital Regional District | **10,663,377** | 9,856,312 |
| Member municipalities: | | |
| Cash deposits - Member Municipalities | **3,602,567** | 3,174,153 |
| Demand notes - Member Municipalities | **7,300,480** | 6,669,896 |
| Insurance reserves | **2,772,663** | 2,819,338 |
| | **88,155,451** | 75,960,186 |
| **Net Financial Assets** | **7,134,268** | 8,771,040 |
| Accumulated remeasurement (losses) / gains | **579,083** | (98,933) |
| **Accumulated Surplus** | **$ 7,713,351** | $ 8,672,107 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

| | Stmt # | 2021 | 2020 |
|---|---|---|---|
| **General Revenue** | | | |
| Legislative & General | 8 | **$ 1,226,180** | $ 468,328 |
| Environmental Services | 8 | **170,000** | 259,994 |
| EA Elections | 8 | **-** | - |
| EA Health | 8 | **126** | 183 |
| EA UBCM | 8 | **1,147** | 5,169 |
| EA Admin | 8 | **23,620** | 78,218 |
| Saturna Health | 8 | **-** | - |
| Southern Gulf Islands Grants in Aid | 9 | **2,714** | (252) |
| Salt Spring Island Grants in Aid | 9 | **56,669** | 6,402 |
| Juan de Fuca Grants in Aid | 9 | **54,135** | 36,942 |
| CRD Grants in Aid | 9 | **1,457,356** | 1,435,511 |
| Animal Care | 10 | **3,175** | - |
| Building Inspection | 10 | **-** | - |
| Bylaw Enforcement | 10 | **-** | - |
| Noise Control | 10 | **-** | - |
| Soil Deposits | 10 | **-** | - |
| Nuisances & Unsightly Premises | 10 | **-** | - |
| Traffic Safety | 10 | **42,359** | 63,067 |
| CREST | 10 | **1,220** | (836) |
| Southern Gulf Islands Emergency Program | 11 | **-** | 28,000 |
| Juan de Fuca Emergency Program | 11 | **-** | 6,000 |
| Salt Spring Island Emergency Program | 11 | **-** | 6,000 |
| EA Emergency Program Coordinator | 11 | **-** | 14,486 |
| Regional Emergency Support | 11 | **-** | - |
| Juan de Fuca Search and Rescue | 11 | **-** | (4,466) |
| SSI Search and Rescue | 11 | **7,728** | 4,871 |
| Emergency Response Telephone Service | 11 | **(63,910)** | (26,343) |
| Hazardous Materials | 12 | **-** | - |
| Family Court Committee | 12 | **157** | 32 |
| Victim Assistance Program | 12 | **(602)** | (76) |
| Family Court Building | 12 | **-** | - |
| Salt Spring Island Street Lighting | 12 | **(504)** | 3,428 |
| Port Renfrew Street Lighting | 12 | **1,520** | 2,148 |
| Juan de Fuca House Numbering | 12 | **157** | 73 |
| Salt Spring Island House Numbering | 12 | **(19)** | (30) |
| Southern Gulf Islands House Numbering | 12 | **43** | 34 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

| | Stmt # | 2021 | 2020 |
|---|---|---|---|
| North Galiano Island Fire Protection | 13 | **22,486** | 12,270 |
| Otter Point Fire Protection | 13 | **-** | - |
| Port Renfrew Fire Protection | 13 | **-** | - |
| Shirley Fire Protection | 13 | **-** | - |
| Willis Point Fire Protection | 13 | **9,919** | 14,582 |
| East Sooke Fire Protection | 13 | **27,238** | 21,059 |
| Durrance Rd Fire Protection | 14 | **-** | - |
| Malahat Fire Protection | 14 | **4** | 5 |
| Pender Island Fire Protection | 14 | **-** | - |
| South Galiano Island Fire Protection | 14 | **-** | - |
| Saturna Island Fire Protection | 14 | **(260)** | (23) |
| Electoral Area Fire Protection | 14 | **-** | - |
| Port Renfrew Disposal | 15 | **-** | - |
| Refuse Disposal | 15 | **-** | 1,008,245 |
| Storm Water Quality Management Core | 15 | **-** | - |
| Storm Water Quality Management Southern Gulf Islands | 15 | **-** | - |
| Storm Water Quality Management Sooke | 15 | **-** | - |
| Storm Water Quality Management Salt Spring Island | 15 | **-** | - |
| Storm Water Quality Management Saanich Peninsula | 15 | **-** | - |
| Economic Development Commission Salt Spring Island | 16 | **-** | - |
| Economic Development Commission SGI | 16 | **2,772** | 1,700 |
| Electoral Area Community Planning | 16 | **-** | - |
| Growth Management Strategy | 16 | **-** | 45,001 |
| Regional Planning | 16 | **-** | 197,639 |
| Geo Spatial Referencing | 16 | **-** | - |
| GIS Information Systems | 16 | **-** | - |
| Climate Change Development | 16 | **-** | 45,082 |
| Regional Parks | 17 | **-** | - |
| Panorama Administration | 18 | **6,028,507** | 5,152,364 |
| Panorama Ice Arena | 18 | **(2,259,755)** | (1,178,788) |
| Panorama Swimming Pool | 18 | **(1,563,176)** | (1,558,688) |
| Panorama Community Recreation Programs | 18 | **(1,522,551)** | (1,472,442) |
| Panorama Second Pool Service | 18 | **(683,025)** | (683,025) |
| Juan de Fuca Parks | 19 | **25** | 25 |
| Juan de Fuca Curling Rink | 19 | **(76)** | (76) |
| Juan de Fuca Public Building/Tech Wing | 19 | **873** | 873 |
| SEAPARC | 20 | **-** | - |
| Juan de Fuca Electoral Area Community Parks | 21 | **2,455** | - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

| | Stmt # | 2021 | 2020 |
|---|---|---|---|
| Juan de Fuca Electoral Area Community Recreation | 21 | - | - |
| Salt Spring Island Community Recreation | 22 | - | (1,334) |
| Salt Spring Island Community Parks | 22 | - | (55,938) |
| Salt Spring Island Community Pool | 22 | - | - |
| Salt Spring Island Park Land and Community Recreation | 22 | - | - |
| Galiano Island Community Parks | 23 | - | - |
| Galiano Island Community Recreation | 23 | **678** | 4,454 |
| Mayne Island Community Recreation | 23 | **13,734** | 8,174 |
| Mayne Island Community Parks | 23 | **16,041** | 16,510 |
| Pender Island Community Recreation | 23 | - | - |
| North & South Pender Island Parks | 23 | **2,972** | (615) |
| Saturna Island Community Parks | 23 | - | - |
| Saturna Island Community Recreation | 23 | **10,390** | 6,361 |
| Vancouver Island Regional Library | 24 | **141** | (46) |
| Royal Theatre | 24 | - | - |
| McPherson Theatre | 24 | - | - |
| Sooke Regional Museum | 24 | **200** | 44 |
| Greater Victoria Library | 24 | **524** | 9 |
| Salt Spring Island Library | 24 | - | - |
| Southern Gulf Island Library | 24 | **1,335** | 1,735 |
| Galiano Island Library | 24 | - | - |
| Arts Development | 24 | - | - |
| Salt Spring Island Arts | 24 | **(1,552)** | (125) |
| Local Debt Services | 25 | - | - |
| Gossip Island Electricity | 25 | **142** | 79 |
| Land Bank and Housing | 26 | **4,365,244** | 3,487,934 |
| Southern Gulf Islands Small Craft Harbours | 27 | - | - |
| Salt Spring Island Small Craft Harbours | 27 | - | - |
| Salt Spring Island Transit and Transport | 27 | - | - |
| **Sewer Revenue Funds** | | | |
| Septage Disposal Facilities | 28 | - | 102,986 |
| Salt Spring Island Septage Disposal | 28 | - | - |
| Trunk Sewers and Sewage Disposal Operations and Maintenance | 28 | **64,441** | 120,627 |
| Trunk Sewers and Sewage Disposal Debt | 28 | **69,682** | 1,151,001 |
| Ganges Sewer System | 28 | - | - |
| Malaview Estates Sewer System | 28 | - | (27,727) |
| Magic Lake Estates Sewer System | 28 | **(7,772)** | - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

| | Stmt # | 2021 | 2020 |
|---|---|---|---|
| Port Renfrew Sewer System | 28 | **-** | (2,202) |
| Harbours Environmental Action | 28 | **-** | - |
| Core Area Wastewater Operations | 28 | **197,345** | - |
| **Water Revenue Funds** | | | |
| Fernwood Water Supply | 29 | **14** | 1,201 |
| Magic Lake Estates Water Supply | 29 | **-** | - |
| Port Renfrew Water Supply | 29 | **-** | - |
| Saanich Peninsula Water Supply | 29 | **-** | - |
| Highland Water Supply | 29 | **29** | 32 |
| Lyall Harbour/Boot Cove Water Supply | 29 | **(4,737)** | (22,103) |
| Sticks Allison Galiano Island Water Supply | 29 | **(9,984)** | - |
| Highland/Fernwood Water Supply | 29 | **(44,133)** | (100,918) |
| Skana Water Supply | 30 | **-** | - |
| Surfside Water Supply | 30 | **-** | - |
| Beddis Water Supply | 30 | **-** | (13,650) |
| Fulford Water Supply | 30 | **-** | - |
| Cedars of Tuam Supply | 30 | **-** | - |
| Cedar Lane Water Supply | 30 | **(10,090)** | - |
| Wilderness Mountain Water | 30 | **-** | 2,932 |
| Regional Water Supply | 30 | **-** | - |
| Regional Water Distribution | 30 | **-** | - |
| | | **$ 7,713,351** | $ 8,672,107 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

*This page left intentionally blank.*

# General Revenue Fund Statement of Operations (Unaudited)
## General Government Services
For the year ended December 31, 2021

| | Legislative & General | Environmental Services | EA Elections | EA Health |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $11,201,083 | $ - | $ 25,004 | $ 129,029 |
| Sale of services: | | | | |
| Recreation revenue | 68,551 | - | - | - |
| Other sales | - | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 178,089 | - | - | 25 |
| Other revenue | 2,321,693 | 54,091 | - | - |
| Grants in lieu of taxes | 455,009 | - | 66 | 46 |
| Total Revenue | 14,224,425 | 54,091 | 25,070 | 129,100 |
| **Expenses** | | | | |
| General administration | (12,288,863) | 1,450,837 | 7 | 2,370 |
| Grants in aid | - | - | - | - |
| Other operating expenses | 6,858,389 | (15,976,382) | 29 | 126,787 |
| Salaries and wages | 16,655,535 | 16,227,641 | - | - |
| Recoveries | (3,245,009) | (3,467,494) | - | - |
| Total Expenses | 7,980,052 | (1,765,398) | 36 | 129,157 |
| **Net Revenue (Expenses)** | 6,244,373 | 1,819,489 | 25,034 | (57) |
| Transfers to own funds: | | | | |
| Transfers to capital | 1,630,051 | 513,485 | - | - |
| Transfers to reserve | 3,708,080 | 546,304 | 25,034 | - |
| Transfers to ERF | 289,990 | 1,410,092 | - | - |
| Transfers from revenue | - | (452,398) | - | - |
| Transfers from reserve | (141,600) | (108,000) | - | - |
| Debt charges: | | | | |
| Interest on short term debt | - | - | - | - |
| **Annual Surplus (Deficit)** | 757,852 | (89,994) | - | (57) |
| Accumulated surplus (deficit), beginning of year | 468,328 | 259,994 | - | 183 |
| **Accumulated Surplus, end of year** | $ 1,226,180 | $ 170,000 | $ - | $ 126 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## General Government Services
For the year ended December 31, 2021

| EA UBCM | EA Admin | Saturna Health | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|
| $ 7,627 | $ 927,622 | $ 32,180 | **$ 11,937,252** | **$ 12,322,545** | $ 11,031,701 |
| - | - | - | **84,000** | **68,551** | 112,217 |
| - | - | - | **-** | **-** | 30 |
| (8) | 195 | - | **209,043** | **178,301** | 172,571 |
| - | 13,918 | - | **2,246,518** | **2,389,702** | 2,154,380 |
| 47 | 4,033 | 373 | **458,872** | **459,574** | 385,346 |
| 7,666 | 945,768 | 32,553 | **14,935,685** | **15,418,673** | 13,856,245 |
| 833 | 93,979 | 308 | **(9,171,838)** | **(10,740,529)** | (8,685,809) |
| - | - | - | **368,190** | **-** | - |
| 10,855 | 105,228 | 32,245 | **15,086,953** | **(8,842,849)** | (6,518,090) |
| - | 883,954 | - | **38,050,138** | **33,767,130** | 30,438,848 |
| - | (199,482) | - | **(29,443,708)** | **(6,911,985)** | (6,297,810) |
| 11,688 | 883,679 | 32,553 | **14,889,735** | **7,271,767** | 8,937,139 |
| (4,022) | 62,089 | - | **45,950** | **8,146,906** | 4,919,106 |
| - | - | - | **665,140** | **2,143,536** | 1,547,701 |
| - | 63,429 | - | **791,801** | **4,342,847** | 3,143,501 |
| - | 67,693 | - | **567,419** | **1,767,775** | 785,971 |
| - | - | - | **-** | **(452,398)** | (418,915) |
| - | (14,435) | - | **(1,190,100)** | **(264,035)** | (309,000) |
| - | - | - | **23,581** | **-** | - |
| (4,022) | (54,598) | - | **(811,891)** | **609,181** | 169,848 |
| 5,169 | 78,218 | - | **811,891** | **811,891** | 642,043 |
| $ 1,147 | $ 23,620 | $ - | **$ -** | **$ 1,421,072** | $ 811,891 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Grants-In-Aid

For the year ended December 31, 2021

| | Southern Gulf Islands Grants in Aid | Salt Spring Island Grants in Aid | Juan de Fuca Grants in Aid |
|---|---|---|---|
| **Revenue** | | | |
| Government transfers | $ 339,052 | $ 134,552 | $ 67,078 |
| Sale of services: | | | |
| Other revenue from own sources: | | | |
| Interest earnings | (180) | 422 | 783 |
| Grants in lieu of taxes | 651 | 35 | 14 |
| **Total Revenue** | 339,523 | 135,009 | 67,875 |
| **Expenses** | | | |
| General administration | 2,679 | 2,287 | 1,858 |
| Grants in aid | 210,807 | 32,951 | 42,822 |
| Other operating expenses | 123,071 | 49,504 | 6,002 |
| **Total Expenses** | 336,557 | 84,742 | 50,682 |
| **Net Revenue (Expenses)** | 2,966 | 50,267 | 17,193 |
| Transfers to capital | - | - | - |
| Debt charges: | | | |
| Interest on short term debt | - | - | - |
| **Annual Surplus (Deficit)** | 2,966 | 50,267 | 17,193 |
| Accumulated surplus (deficit), beginning of year | (252) | 6,402 | 36,942 |
| **Accumulated Surplus (Deficit), end of year** | $ 2,714 | $ 56,669 | $ 54,135 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Grants-In-Aid

For the year ended December 31, 2021

| | CRD Grants in Aid | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| | $ - | **$ 220,861** | **$ 540,682** | $ 619,696 |
| | 21,845 | **22,578** | **22,870** | 26,930 |
| | - | **700** | **700** | 805 |
| | 21,845 | **244,139** | **564,252** | 647,431 |
| | - | **6,824** | **6,824** | 7,009 |
| | - | **1,715,118** | **286,580** | 99,749 |
| | - | **-** | **178,577** | 846,649 |
| | - | **1,721,942** | **471,981** | 953,407 |
| | 21,845 | **(1,477,803)** | **92,271** | (305,976) |
| | - | **-** | **-** | (345,000) |
| | - | **800** | **-** | - |
| | 21,845 | **(1,478,603)** | **92,271** | 39,024 |
| | 1,435,511 | **1,478,603** | **1,478,603** | 1,439,579 |
| | $ 1,457,356 | **$ -** | **$ 1,570,874** | $ 1,478,603 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## Protective Services - General A
For the year ended December 31, 2021

| | Animal Care | Building Inspection | Bylaw Enforcement | Noise Control |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 430,417 | $ 437,472 | $ - | $ 38,885 |
| Sale of services: | | | | |
| Recreation revenue | 13,316 | 35,236 | - | - |
| Other sales | 472,700 | 45 | 30,661 | - |
| Other revenue from own sources: | | | | |
| Interest earnings | (2,156) | 10,570 | 10,505 | (23) |
| Other revenue | 798,848 | 1,130,121 | 40 | - |
| Grants in lieu of taxes | 13,043 | 1,656 | - | 155 |
| Total Revenue | 1,726,168 | 1,615,100 | 41,206 | 39,017 |
| **Expenses** | | | | |
| General administration | 73,252 | 140,509 | 32,531 | 1,676 |
| Other operating expenses | 323,452 | 703,728 | (440,287) | 31,001 |
| Salaries and wages | 708,898 | 986,596 | 385,406 | - |
| Recoveries | - | (474,795) | - | - |
| Total Expenses | 1,105,602 | 1,356,038 | (22,350) | 32,677 |
| **Net Revenue (Expenses)** | 620,566 | 259,062 | 63,556 | 6,340 |
| Transfers to own funds: | | | | |
| Transfers to capital | 17,895 | 524 | - | - |
| Transfers to reserve | 589,496 | 122,900 | - | 6,340 |
| Transfers to ERF | 10,000 | 135,638 | 63,556 | - |
| Transfers from own funds: | | | | |
| Transfers from reserve | - | - | - | - |
| Debt charges: | | | | |
| Interest on short term debt | - | - | - | - |
| **Annual Surplus (Deficit)** | 3,175 | - | - | - |
| Accumulated surplus (deficit), beginning of year | - | - | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ 3,175 | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Protective Services - General A

For the year ended December 31, 2021

| Soil Deposits | Nuisances & Unsightly Premises | Traffic Safety | CREST | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| $ 5,621 | $ 51,684 | $ 71,112 | $ 2,062,046 | **$ 3,097,029** | **$ 3,097,237** | $ 2,943,236 |
| - | - | - | - | **52,011** | **48,552** | 51,011 |
| - | - | - | - | **498,190** | **503,406** | 501,727 |
| 3 | (69) | 801 | (4,061) | **9,272** | **15,570** | 6,267 |
| - | - | - | - | **1,263,941** | **1,929,009** | 1,534,175 |
| - | 206 | 3,273 | 100,417 | **118,641** | **118,750** | 116,409 |
| 5,624 | 51,821 | 75,186 | 2,158,402 | **5,039,084** | **5,712,524** | 5,152,825 |
| 605 | 2,197 | 5,135 | 7,122 | **263,027** | **263,027** | 235,512 |
| 2,885 | 40,199 | 90,759 | 2,149,224 | **3,508,194** | **2,900,961** | 2,337,538 |
| - | - | - | - | **2,229,489** | **2,080,900** | 2,246,860 |
| - | - | - | - | **(873,635)** | **(474,795)** | (29,362) |
| 3,490 | 42,396 | 95,894 | 2,156,346 | **5,127,075** | **4,770,093** | 4,790,548 |
| 2,134 | 9,425 | (20,708) | 2,056 | **(87,991)** | **942,431** | 362,277 |
| - | - | - | - | **6,240** | **18,419** | 1,318 |
| 2,134 | 9,425 | - | - | **23,300** | **730,295** | 276,497 |
| - | - | - | - | **56,960** | **209,194** | 187,645 |
| - | - | - | - | **(126,400)** | **-** | (127,568) |
| - | - | - | - | **14,140** | **-** | - |
| - | - | (20,708) | 2,056 | **(62,231)** | **(15,477)** | 24,385 |
| - | - | 63,067 | (836) | **62,231** | **62,231** | 37,846 |
| $ - | $ - | $ 42,359 | $ 1,220 | **$ -** | **$ 46,754** | $ 62,231 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## Protective Services - General B
For the year ended December 31, 2021

| | Southern Gulf Islands Emergency Program | Juan de Fuca Emergency Program | Salt Spring Island Emergency Program | EA Emergency Program Coordinator |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 251,347 | $ 102,179 | $ 152,341 | $ 148,922 |
| Sale of services: | | | | |
| Other sales | - | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 524 | 94 | 136 | 128 |
| Other revenue | - | - | 500 | - |
| Grants in lieu of taxes | 2,519 | 122 | 87 | 578 |
| **Total Revenue** | 254,390 | 102,395 | 153,064 | 149,628 |
| **Expenses** | | | | |
| General administration | 9,561 | 3,016 | 4,821 | 43,742 |
| Other operating expenses | 170,534 | 66,775 | 123,741 | 57,473 |
| Salaries and wages | 30,590 | 6,259 | - | 460,671 |
| MFA reserve | - | - | - | - |
| Recoveries | - | - | - | (459,671) |
| **Total Expenses** | 210,685 | 76,050 | 128,562 | 102,215 |
| **Net Revenue (Expenses)** | 43,705 | 26,345 | 24,502 | 47,413 |
| Transfers to own funds: | | | | |
| Transfers to reserve | 71,705 | 11,880 | 30,502 | 24,575 |
| Transfers to ERF | - | 20,465 | - | 37,324 |
| Transfers from own funds: | | | | |
| Transfers from reserve | - | - | - | - |
| Debt charges: | | | | |
| Interest on short term debt | - | - | - | - |
| Interest on long term debt | - | - | - | - |
| Principal | - | - | - | - |
| **Annual Surplus (Deficit)** | (28,000) | (6,000) | (6,000) | (14,486) |
| Accumulated surplus (deficit), beginning of year | 28,000 | 6,000 | 6,000 | 14,486 |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Protective Services - General B

For the year ended December 31, 2021

| Regional Emergency Support | Juan de Fuca Search and Rescue | SSI Search and Rescue | Emergency Response Telephone Service | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| $ 129,248 | $ 68,663 | $ 23,336 | $ 197,077 | **$ 1,020,370** | **$ 1,073,113** | $ 817,277 |
| - | - | - | 124,960 | **141,320** | **124,960** | 152,671 |
| (252) | (213) | 44 | 1,574 | **3,830** | **2,035** | 3,011 |
| (1) | 9,855 | - | 2,134,039 | **2,242,918** | **2,144,393** | 2,355,410 |
| 7,235 | 91 | 17 | (35,630) | **(24,926)** | **(24,981)** | (20,533) |
| 136,230 | 78,396 | 23,397 | 2,422,020 | **3,383,512** | **3,319,520** | 3,307,836 |
| 11,573 | 3,689 | 1,323 | 120,784 | **198,509** | **198,509** | 205,996 |
| 23,572 | 63,838 | 19,217 | 1,979,035 | **2,693,432** | **2,504,185** | 2,560,855 |
| 104,608 | - | - | - | **680,668** | **602,128** | 571,438 |
| - | - | - | 2,264 | **1,440** | **2,264** | 2,684 |
| - | - | - | (688,005) | **(1,211,531)** | **(1,147,676)** | (1,196,616) |
| 139,753 | 67,527 | 20,540 | 1,414,078 | **2,362,518** | **2,159,410** | 2,144,357 |
| (3,523) | 10,869 | 2,857 | 1,007,942 | **1,020,994** | **1,160,110** | 1,163,479 |
| - | - | - | - | **27,980** | **138,662** | 107,707 |
| - | 6,403 | - | 100,403 | **110,444** | **164,595** | 144,844 |
| (3,523) | - | - | 66,843 | **(104,603)** | **(70,366)** | (30,722) |
| - | - | - | - | **3,772** | **-** | 82 |
| - | - | - | 318,360 | **318,360** | **318,360** | 318,360 |
| - | - | - | 693,589 | **693,589** | **693,589** | 693,589 |
| - | 4,466 | 2,857 | (37,567) | **(28,548)** | **(84,730)** | (70,381) |
| - | (4,466) | 4,871 | (26,343) | **28,548** | **28,548** | 98,929 |
| $ - | $ - | $ 7,728 | $ (63,910) | **$ -** | **$ (56,182)** | $ 28,548 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Protective Services - General C

For the year ended December 31, 2021

| | Hazardous Materials | Family Court Committee | Victim Assistance Program | Family Court Building | Salt Spring Island Street Lighting |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 316,828 | $ 15,000 | $ 277,830 | $ - | $ 22,527 |
| Sale of services: | | | | | |
| Other sales | - | - | - | - | - |
| Other revenue from own sources: | | | | | |
| Interest earnings | 242 | 155 | (794) | (116) | (30) |
| Other revenue | - | - | - | 149,360 | - |
| Grants in lieu of taxes | 17,573 | 873 | 14,640 | - | 20 |
| **Total Revenue** | 334,643 | 16,028 | 291,676 | 149,244 | 22,517 |
| **Expenses** | | | | | |
| General administration | 13,435 | 268 | 5,401 | 6,066 | 1,347 |
| Other operating expenses | 219,992 | 15,635 | 286,801 | 47,936 | 25,102 |
| Salaries and wages | 20,328 | - | - | - | - |
| **Total Expenses** | 253,755 | 15,903 | 292,202 | 54,002 | 26,449 |
| **Net Revenue (Expenses)** | 80,888 | 125 | (526) | 95,242 | (3,932) |
| Transfers to own funds: | | | | | |
| Transfers to reserve | 71,328 | - | - | 95,242 | - |
| Transfers to ERF | 9,560 | - | - | - | - |
| Transfers from reserve | - | - | - | - | - |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | - | - |
| **Annual Surplus (Deficit)** | - | 125 | (526) | - | (3,932) |
| Accumulated surplus (deficit), beginning of year | - | 32 | (76) | - | 3,428 |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ 157 | $ (602) | $ - | $ (504) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Protective Services - General C

For the year ended December 31, 2021

| Port Renfrew Street Lighting | Juan de Fuca House Numbering | Salt Spring Island House Numbering | Southern Gulf Islands House Numbering | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| $ 3,321 | $ 12,789 | $ 9,458 | $ 9,203 | **$ 666,956** | **$ 666,956** | $ 659,026 |
| 3,071 | - | - | - | **3,070** | **3,071** | 3,017 |
| 19 | (23) | (19) | (16) | **510** | **(582)** | 961 |
| 195 | - | - | - | **149,600** | **149,555** | 101,139 |
| 86 | 18 | - | 94 | **33,268** | **33,304** | 28,446 |
| 6,692 | 12,784 | 9,439 | 9,281 | **853,404** | **852,304** | 792,589 |
| 425 | 673 | 514 | 497 | **28,626** | **28,626** | 24,970 |
| 6,895 | 12,027 | 8,914 | 8,775 | **723,469** | **632,077** | 631,284 |
| - | - | - | - | **11,470** | **20,328** | 9,923 |
| 7,320 | 12,700 | 9,428 | 9,272 | **763,565** | **681,031** | 666,177 |
| (628) | 84 | 11 | 9 | **89,839** | **171,273** | 126,412 |
| - | - | - | - | **94,354** | **166,570** | 25,258 |
| - | - | - | - | **9,560** | **9,560** | 100,408 |
| - | - | - | - | **(10,000)** | **-** | - |
| - | - | - | - | **1,535** | **-** | - |
| (628) | 84 | 11 | 9 | **(5,610)** | **(4,857)** | 746 |
| 2,148 | 73 | (30) | 34 | **5,610** | **5,609** | 4,863 |
| $ 1,520 | $ 157 | $ (19) | $ 43 | **$ -** | **$ 752** | $ 5,609 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## Protective Services - Fire A
For the year ended December 31, 2021

| | N. Galiano Island Fire Protection | Otter Point Fire Protection | Port Renfrew Fire Protection | Shirley Fire Protection |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 197,314 | $ 505,214 | $ 96,977 | $ 161,153 |
| Sale of services: | | | | |
| Recreation revenue | - | - | - | - |
| Other sales | - | - | 59,231 | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 60 | (988) | 168 | (153) |
| Other revenue | - | - | - | - |
| Grants in lieu of taxes | 314 | - | 934 | - |
| **Total Revenue** | 197,688 | 504,226 | 157,310 | 161,000 |
| **Expenses** | | | | |
| General administration | 6,716 | 13,715 | 5,401 | 3,973 |
| Other operating expenses | 53,305 | 313,620 | 62,076 | 57,623 |
| Salaries and wages | 63,715 | 4,780 | 37,776 | 11,652 |
| MFA reserve | 115 | - | 9 | - |
| **Total Expenses** | 123,851 | 332,115 | 105,262 | 73,248 |
| **Net Revenue (Expenses)** | 73,837 | 172,111 | 52,048 | 87,752 |
| Transfers to own funds: | | | | |
| Transfers to capital | 1,916 | 5,558 | - | 11,120 |
| Transfers to reserve | 5,090 | 48,321 | - | 25,060 |
| Transfers to ERF | 7,744 | 118,232 | 49,150 | 51,572 |
| Transfers from own funds: | | | | |
| Debt charges: | | | | |
| Interest on short term debt | - | - | - | - |
| Interest on long term debt | 20,405 | - | 900 | - |
| Principal | 28,466 | - | 1,998 | - |
| **Annual Surplus (Deficit)** | 10,216 | - | - | - |
| Accumulated surplus (deficit), beginning of year | 12,270 | - | - | - |
| **Accumulated Surplus, end of year** | $ 22,486 | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Protective Services - Fire A

For the year ended December 31, 2021

| Willis Point Fire Protection | East Sooke Fire Protection | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| $ 136,162 | $ 417,082 | **$ 1,474,791** | **$ 1,513,902** | $ 1,471,335 |
| - | 46,827 | **56,010** | **46,827** | 47,451 |
| - | - | **59,230** | **59,231** | 57,990 |
| 271 | 649 | **2,910** | **7** | 827 |
| 59,082 | 26,499 | **53,555** | **85,581** | 54,602 |
| - | - | **1,248** | **1,248** | 1,139 |
| 195,515 | 491,057 | **1,647,744** | **1,706,796** | 1,633,344 |
| 6,487 | 9,603 | **45,895** | **45,895** | 37,055 |
| 91,961 | 138,227 | **844,661** | **716,812** | 670,261 |
| 16,377 | 14,922 | **151,330** | **149,222** | 128,446 |
| - | 382 | **660** | **506** | 600 |
| 114,825 | 163,134 | **1,042,546** | **912,435** | 836,362 |
| 80,690 | 327,923 | **605,198** | **794,361** | 796,982 |
| - | - | **27,660** | **18,594** | 15,528 |
| 9,395 | 12,000 | **77,650** | **99,866** | 159,603 |
| 75,958 | 154,635 | **336,650** | **457,291** | 440,019 |
| - | - | **4,270** | **-** | - |
| - | 57,150 | **78,455** | **78,455** | 78,455 |
| - | 97,959 | **128,424** | **128,423** | 128,423 |
| (4,663) | 6,179 | **(47,911)** | **11,732** | (25,046) |
| 14,582 | 21,059 | **47,911** | **47,911** | 72,957 |
| $ 9,919 | $ 27,238 | **$ -** | **$ 59,643** | $ 47,911 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## Protective Services - Fire B
For the year ended December 31, 2021

| | Durrance Rd Fire Protection | Malahat Fire Protection | Pender Island Fire Protection | South Galiano Island Fire Protection |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 2,990 | $ 63,810 | $ 988,487 | $ 424,052 |
| Sale of services: | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | - | (7) | (1,124) | (666) |
| Other revenue | - | - | 200 | - |
| Grants in lieu of taxes | - | - | 8,749 | - |
| **Total Revenue** | 2,990 | 63,803 | 996,312 | 423,386 |
| **Expenses** | | | | |
| General administration | 191 | 2,632 | 35,660 | 10,655 |
| Other operating expenses | 2,529 | 61,172 | 705,461 | 80,176 |
| Salaries and wages | - | - | - | 146,251 |
| MFA reserve | - | - | - | - |
| **Total Expenses** | 2,720 | 63,804 | 741,121 | 237,082 |
| **Net Revenue (Expenses)** | 270 | (1) | 255,191 | 186,304 |
| Transfers to own funds: | | | | |
| Transfers to capital | - | - | - | 51,614 |
| Transfers to reserve | 270 | - | 73,771 | - |
| Transfers to ERF | - | - | 181,421 | 114,415 |
| Transfers from own funds: | | | | |
| Transfers from reserve | - | - | (55,981) | - |
| Debt charges: | | | | |
| Interest on short term debt | - | - | 2,664 | 20,275 |
| Interest on long term debt | - | - | - | - |
| Principal | - | - | 53,316 | - |
| **Annual Surplus (Deficit)** | - | (1) | - | - |
| Accumulated surplus (deficit), beginning of year | - | 5 | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ 4 | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)

## Protective Services - Fire B

For the year ended December 31, 2021

| Saturna Island Fire Protection | Electoral Area Fire Protection | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| $ 157,672 | $ 142,190 | **$ 1,779,201** | **$ 1,779,201** | $ 1,708,213 |
| 41 | 1,160 | **1,670** | **(596)** | (1,688) |
| - | - | **300** | **200** | 100 |
| 10,560 | - | **19,309** | **19,309** | 14,462 |
| 168,273 | 143,350 | **1,800,480** | **1,798,114** | 1,721,087 |
| 3,269 | 9,244 | **61,651** | **61,651** | 55,436 |
| 165,241 | 118,320 | **1,329,005** | **1,132,899** | 1,176,152 |
| - | - | **149,170** | **146,251** | 109,331 |
| - | - | **22,999** | **-** | - |
| 168,510 | 127,564 | **1,562,825** | **1,340,801** | 1,340,919 |
| (237) | 15,786 | **237,655** | **457,313** | 380,168 |
| - | - | **13,070** | **51,614** | 42,741 |
| - | 52,742 | **85,638** | **126,783** | 121,649 |
| - | - | **155,821** | **295,836** | 190,403 |
| - | (36,956) | **(181,400)** | **(92,937)** | - |
| - | - | **16,058** | **22,939** | 25,552 |
| - | - | **43,418** | **-** | - |
| - | - | **105,032** | **53,316** | - |
| (237) | - | **18** | **(238)** | (177) |
| (23) | - | **(18)** | **(18)** | 159 |
| $ (260) | $ - | **$ -** | **$ (256)** | $ (18) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Environmental Health

For the year ended December 31, 2021

| | Port Renfrew Disposal | Refuse Disposal | Storm Water Quality Management Core | Storm Water Quality Management Southern Gulf Islands | Storm Water Quality Management Sooke |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 33,324 | $ - | $ 624,660 | $ 37,875 | $ 37,470 |
| Sale of services: | | | | | |
| Refuse revenue | 14,351 | 24,897,368 | - | - | - |
| Recreation revenue | - | - | - | - | - |
| Other sales | - | - | - | - | - |
| Other revenue from own sources: | | | | | |
| Interest earnings | (15) | 35,142 | 303 | 11 | 29 |
| Other revenue | 36,137 | 6,573,517 | 34,152 | - | - |
| Grants in lieu of taxes | 334 | - | 55,941 | 461 | 79 |
| **Total Revenue** | 84,131 | 31,506,027 | 715,056 | 38,347 | 37,578 |
| **Expenses** | | | | | |
| General administration | 3,867 | 2,795,288 | 12,666 | 1,967 | 1,099 |
| Other operating expenses | 91,447 | 22,479,534 | 590,371 | 29,684 | 64,673 |
| Salaries and wages | - | 2,821,078 | - | - | - |
| MFA reserve | - | 490 | - | - | - |
| Recoveries | (15,590) | (6,460,055) | - | - | - |
| **Total Expenses** | 79,724 | 21,636,335 | 603,037 | 31,651 | 65,772 |
| **Net Revenue (Expenses)** | 4,407 | 9,869,692 | 112,019 | 6,696 | (28,194) |
| Transfers to own funds: | | | | | |
| Transfers to revenue | - | 176,961 | - | - | - |
| Transfers to capital | - | 23,606 | - | - | - |
| Transfers to reserve | 4,000 | 10,542,148 | 112,019 | 6,696 | - |
| Transfers to ERF | 407 | - | - | - | - |
| Transfers from own funds: | | | | | |
| Transfers from reserve | - | (22,538) | - | - | (28,194) |
| Debt charges: | | | | | |
| Interest on short term debt | - | (14,480) | - | - | - |
| Interest on long term debt | - | 62,370 | - | - | - |
| Principal | - | 109,870 | - | - | - |
| **Annual Surplus (Deficit)** | - | (1,008,245) | - | - | - |
| Accumulated surplus (deficit), beginning of year | - | 1,008,245 | - | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Environmental Health

For the year ended December 31, 2021

| Storm Water Quality Management Salt Spring Island | Storm Water Quality Management Saanich Peninsula | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| $ 27,500 | $ 164,970 | **$ 925,799** | **$ 925,799** | $ 913,120 |
| - | - | **18,516,600** | **24,911,719** | 22,199,900 |
| - | - | **25,430** | **-** | - |
| - | - | **-** | **-** | 15 |
| 98 | (425) | **26,880** | **35,143** | 59,333 |
| - | - | **5,958,272** | **6,643,806** | 6,400,223 |
| 18 | 5,527 | **62,278** | **62,360** | 67,080 |
| 27,616 | 170,072 | **25,515,259** | **32,578,827** | 29,639,671 |
| 899 | 2,990 | **2,236,397** | **2,818,776** | 2,501,158 |
| 23,690 | 176,162 | **25,277,037** | **23,455,561** | 23,413,460 |
| - | - | **2,976,868** | **2,821,078** | 2,652,149 |
| - | - | **1,390** | **490** | 838 |
| - | - | **(6,222,926)** | **(6,475,645)** | (7,097,350) |
| 24,589 | 179,152 | **24,268,766** | **22,620,260** | 21,470,255 |
| 3,027 | (9,080) | **1,246,493** | **9,958,567** | 8,169,416 |
| - | - | **176,961** | **176,961** | 320,000 |
| - | - | **-** | **23,606** | 5,426 |
| 3,027 | - | **1,915,011** | **10,667,890** | 6,167,192 |
| - | - | **2,000** | **407** | 286,054 |
| - | (9,080) | **(42,674)** | **(59,812)** | - |
| - | - | **1,170** | **(14,480)** | (25,890) |
| - | - | **92,400** | **62,370** | 148,650 |
| - | - | **109,870** | **109,870** | 1,235,728 |
| - | - | **(1,008,245)** | **(1,008,245)** | 32,256 |
| - | - | **1,008,245** | **1,008,245** | 975,989 |
| $ - | $ - | **$ -** | **$ -** | $ 1,008,245 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Planning and Development

For the year ended December 31, 2021

| | Economic Development Commission Salt Spring Island | Economic Development Commission SGI | Electoral Area Community Planning | Growth Management Strategy | Regional Planning |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 87,008 | $ 169,744 | $ 692,775 | $ 296,125 | $1,168,231 |
| Sale of services: | | | | | |
| Recreation revenue | - | - | - | - | - |
| Other sales | - | - | 79,893 | - | 1,701 |
| Other revenue from own sources: | | | | | |
| Interest earnings | (92) | (417) | (306) | 1,125 | 2,915 |
| Other revenue | 20,000 | - | 575 | - | - |
| Grants in lieu of taxes | 60 | 942 | 965 | 15,828 | 59,749 |
| **Total Revenue** | 106,976 | 170,269 | 773,902 | 313,078 | 1,232,596 |
| **Expenses** | | | | | |
| General administration | 9,992 | 4,443 | 48,587 | 17,688 | 101,563 |
| Other operating expenses | 118,808 | 159,800 | 179,230 | 106,364 | 293,562 |
| Salaries and wages | - | - | 399,761 | 106,378 | 801,338 |
| Recoveries | - | - | (17,798) | - | (197,268) |
| **Total Expenses** | 128,800 | 164,243 | 609,780 | 230,430 | 999,195 |
| **Net Revenue (Expenses)** | (21,824) | 6,026 | 164,122 | 82,648 | 233,401 |
| Transfers to own funds: | | | | | |
| Transfers to revenue | - | - | - | - | - |
| Transfers to capital | - | - | 3,762 | - | - |
| Transfers to reserve | 2,560 | 4,954 | 140,770 | 127,649 | 240,164 |
| Transfers to ERF | - | - | 33,140 | - | 190,876 |
| Transfers from own funds: | | | | | |
| Transfers from reserve | (24,384) | - | (13,550) | - | - |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | - | - |
| **Annual Surplus Deficit)** | - | 1,072 | - | (45,001) | (197,639) |
| Accumulated surplus (deficit), beginning of year | - | 1,700 | - | 45,001 | 197,639 |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ 2,772 | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Planning and Development

For the year ended December 31, 2021

| Geo Spatial Referencing | GIS Information Systems | Climate Change Development | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|
| $ 163,231 | $ 64,901 | $ 543,237 | **$3,136,424** | **$3,185,252** | $3,059,323 |
| 9,600 | - | - | **7,970** | **9,600** | 9,600 |
| - | - | - | **32,270** | **81,594** | 49,625 |
| 136 | 279 | (684) | **5,410** | **2,956** | 3,032 |
| - | - | - | **1,050** | **20,575** | 29,182 |
| 8,248 | 3,220 | 25,342 | **114,225** | **114,354** | 120,431 |
| 181,215 | 68,400 | 567,895 | **3,297,349** | **3,414,331** | 3,271,193 |
| 32,823 | 9,446 | 10,358 | **234,900** | **234,900** | 231,568 |
| 64,018 | 103,061 | 468,374 | **1,946,170** | **1,493,217** | 1,406,130 |
| - | 364,163 | 102,792 | **2,102,554** | **1,774,432** | 1,740,504 |
| - | (491,222) | - | **(706,288)** | **(706,288)** | (669,107) |
| 96,841 | (14,552) | 581,524 | **3,577,336** | **2,796,261** | 2,709,095 |
| 84,374 | 82,952 | (13,629) | **(279,987)** | **618,070** | 562,098 |
| - | - | - | **-** | **-** | 1 |
| - | - | - | **-** | **3,762** | - |
| - | 1,245 | 31,453 | **74,378** | **548,795** | 344,622 |
| 84,374 | 81,707 | - | **89,406** | **390,097** | 273,128 |
| - | - | - | **158,989** | **(37,934)** | (113,000) |
| - | - | - | **4,640** | **-** | - |
| - | - | (45,082) | **(289,422)** | **(286,650)** | 57,347 |
| - | - | 45,082 | **289,422** | **289,422** | 232,075 |
| $ - | $ - | $ - | **$ -** | **$ 2,772** | $ 289,422 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Regional Parks

For the year ended December 31, 2021

| | Regional Parks | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $15,108,023 | **$15,080,386** | **$15,108,023** | $14,701,392 |
| Sale of services: | | | | |
| Recreation revenue | 122,543 | **98,000** | **122,543** | 92,299 |
| Other sales | - | **500** | **-** | 102 |
| Other revenue from own sources: | | | | |
| Interest earnings | (10,012) | **21,080** | **(10,012)** | (12,448) |
| Other revenue | 486,194 | **373,630** | **486,194** | 473,623 |
| Grants in lieu of taxes | 751,930 | **750,862** | **751,930** | 667,940 |
| **Total Revenue** | 16,458,678 | **16,324,458** | **16,458,678** | 15,922,908 |
| **Expenses** | | | | |
| General administration | 592,118 | **592,118** | **592,118** | 519,151 |
| Other operating expenses | 2,326,128 | **2,273,214** | **2,326,128** | 2,348,875 |
| Salaries and wages | 6,116,503 | **6,408,455** | **6,116,503** | 5,876,470 |
| MFA reserve | 11,352 | **1,080** | **11,352** | 977 |
| Recoveries | (292,531) | **(112,783)** | **(292,531)** | (101,506) |
| **Total Expenses** | 8,753,570 | **9,162,084** | **8,753,570** | 8,643,967 |
| **Net Revenue (Expenses)** | 7,705,108 | **7,162,374** | **7,705,108** | 7,278,941 |
| Transfers to own funds: | | | | |
| Transfers to capital | 114,670 | **114,670** | **114,670** | 244,714 |
| Transfers to reserve | 6,903,303 | **6,243,389** | **6,903,303** | 6,370,411 |
| Transfers to ERF | 280,500 | **280,500** | **280,500** | 275,000 |
| Debt charges: | | | | |
| Interest on short term debt | 5,287 | **25,000** | **5,287** | - |
| Interest on long term debt | 156,172 | **149,640** | **156,172** | 143,640 |
| Principal | 245,176 | **349,175** | **245,176** | 245,176 |
| **Annual Surplus (Deficit)** | - | **-** | **-** | - |
| Accumulated surplus (deficit), beginning of year | - | **-** | **-** | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | **$ -** | **$ -** | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

*This page left intentionally blank.*

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Panorama Recreation Centre

For the year ended December 31, 2021

| | Panorama Administration | Panorama Ice Arena | Panorama Swimming Pool | Panorama Community Recreation Programs | Panorama Second Pool Service |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 5,093,722 | $ - | $ 17,545 | $ 140,409 | $ - |
| Sale of services: | | | | | |
| Recreation revenue | 33,048 | 136,238 | 520,682 | 1,227,465 | - |
| Other sales | 495 | 417 | 1,000 | 10,444 | - |
| Other revenue from own sources: | | | | | |
| Interest earnings | 5,895 | 199 | - | - | 2,181 |
| Other revenue | 15,757 | 602,078 | 300,388 | 242,151 | - |
| Grants in lieu of taxes | 161,891 | - | - | - | - |
| **Total Revenue** | 5,310,808 | 738,932 | 839,615 | 1,620,469 | 2,181 |
| **Expenses** | | | | | |
| General administration | (719,416) | 407,270 | 407,270 | 407,270 | - |
| Other operating expenses | 1,061,072 | 1,115,938 | 1,144,206 | 1,486,992 | - |
| Salaries and wages | 2,190,971 | 160,717 | 588,587 | 1,112,035 | - |
| MFA reserve | - | 199 | - | - | 2,181 |
| Recoveries | (2,998,710) | - | - | - | - |
| **Total Expenses** | (466,083) | 1,684,124 | 2,140,063 | 3,006,297 | 2,181 |
| **Net Revenue (Expenses)** | 5,776,891 | (945,192) | (1,300,448) | (1,385,828) | - |
| Transfers to own funds: | | | | | |
| Transfers to reserve | 7,805 | 913,650 | 191,004 | 65,000 | - |
| Transfers to ERF | - | 312,605 | 71,724 | 71,723 | - |
| Transfers from reserve | - | - | - | - | - |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | - | - |
| Interest on long term debt | - | 30,240 | - | - | 233,655 |
| Principal | - | 58,068 | - | - | 449,370 |
| **Annual Surplus (Deficit)** | 5,769,086 | (2,259,755) | (1,563,176) | (1,522,551) | (683,025) |
| Accumulated surplus (deficit), beginning of year | 259,421 | - | - | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ 6,028,507 | $ (2,259,755) | $(1,563,176) | $(1,522,551) | $ (683,025) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Panorama Recreation Centre

For the year ended December 31, 2021

| | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|
| | **$ 5,093,722** | **$ 5,251,676** | $ 5,050,332 |
| | **1,478,545** | **1,917,433** | 1,417,648 |
| | **274** | **12,356** | 1,967 |
| | **12,010** | **8,275** | (1,865) |
| | **1,017,230** | **1,160,374** | 867,030 |
| | **159,359** | **161,891** | 160,875 |
| | **7,761,140** | **8,512,005** | 7,495,987 |
| | **502,394** | **502,394** | 425,190 |
| | **5,097,887** | **4,808,208** | 4,028,951 |
| | **4,075,145** | **4,052,310** | 3,594,255 |
| | **20,620** | **2,380** | 2,821 |
| | **(2,998,710)** | **(2,998,710)** | (2,551,876) |
| | **6,697,336** | **6,366,582** | 5,499,341 |
| | **1,063,804** | **2,145,423** | 1,996,646 |
| | **389,813** | **1,177,459** | 569,892 |
| | **215,170** | **456,052** | 396,000 |
| | **(51,000)** | **-** | - |
| | **13,028** | **-** | - |
| | **248,775** | **263,895** | 263,895 |
| | **507,439** | **507,438** | 507,438 |
| | **(259,421)** | **(259,421)** | 259,421 |
| | **259,421** | **259,421** | - |
| | **$ -** | **$ -** | $ 259,421 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the year ended December 31, 2021

| | Juan de Fuca Parks | Juan de Fuca Curling Rink | Juan de Fuca Public Building/Tech Wing |
|---|---|---|---|
| **Revenue** | | | |
| Sale of services: | | | |
| Other revenue from own sources: | | | |
| Grants in lieu of taxes | $ - | $ - | $ - |
| **Expenses** | | | |
| Transfers to own funds: | | | |
| Debt charges: | | | |
| **Annual Surplus (Deficit)** | - | - | - |
| Accumulated surplus (deficit), beginning of year | 25 | (76) | 873 |
| **Accumulated Surplus (Deficit), end of year** | $ 25 | $ (76) | $ 873 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the year ended December 31, 2021

| 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|
| **$ (822)** | **$ -** | $ - |
| **(822)** | **-** | - |
| **822** | **822** | 822 |
| **$ -** | **$ 822** | $ 822 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Sooke Recreation Complex

For the year ended December 31, 2021

| | SEAPARC | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $2,919,131 | **$2,917,131** | **$2,919,131** | $2,893,310 |
| Sale of services: | | | | |
| Recreation revenue | 646,929 | **476,562** | **646,929** | 486,583 |
| Other sales | 7,181 | **1,500** | **7,181** | 8,606 |
| Other revenue from own sources: | | | | |
| Interest earnings | (3,325) | **2,340** | **(3,325)** | (5,408) |
| Other revenue | 276,643 | **281,220** | **276,643** | 289,251 |
| Grants in lieu of taxes | 5,341 | **5,341** | **5,341** | 5,043 |
| **Total Revenue** | 3,851,900 | **3,684,094** | **3,851,900** | 3,677,385 |
| **Expenses** | | | | |
| General administration | 243,995 | **243,889** | **243,995** | 206,117 |
| Grants in aid | 80 | **2,000** | **80** | 80 |
| Other operating expenses | 778,192 | **790,159** | **778,192** | 704,951 |
| Salaries and wages | 2,088,818 | **2,120,982** | **2,088,818** | 2,096,295 |
| MFA reserve | 122 | **160** | **122** | 144 |
| Recoveries | (2,670) | **(2,670)** | **(2,670)** | (2,620) |
| **Total Expenses** | 3,108,537 | **3,154,520** | **3,108,537** | 3,004,967 |
| **Net Revenue (Expenses)** | 743,363 | **529,574** | **743,363** | 672,418 |
| Transfers to own funds: | | | | |
| Transfers to capital | 50,500 | **-** | **50,500** | 4,909 |
| Transfers to reserve | 502,062 | **325,000** | **502,062** | 475,719 |
| Transfers to ERF | 90,000 | **90,000** | **90,000** | 90,000 |
| Debt charges: | | | | |
| Interest on short term debt | 1,480 | **10,608** | **1,480** | - |
| Interest on long term debt | 18,480 | **23,480** | **18,480** | 18,943 |
| Principal | 80,841 | **80,486** | **80,841** | 82,847 |
| **Accumulated Surplus (Deficit), end of year** | $ - | **$ -** | **$ -** | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Juan De Fuca Electoral Area

For the year ended December 31, 2021

| | Juan de Fuca Electoral Area Community Parks | Juan de Fuca Electoral Area Community Recreation | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 197,315 | $ 72,292 | **$ 262,467** | **$ 269,607** | $ 254,297 |
| Sale of services: | | | | | |
| Other revenue from own sources: | | | | | |
| Interest earnings | (277) | 342 | **150** | **65** | (26) |
| Other revenue | 2,920 | 20,491 | **16,528** | **23,411** | 23,893 |
| Grants in lieu of taxes | 268 | 66 | **334** | **334** | 308 |
| **Total Revenue** | 200,226 | 93,191 | **279,479** | **293,417** | 278,472 |
| **Expenses** | | | | | |
| General administration | 10,544 | 4,701 | **15,245** | **15,245** | 13,957 |
| Other operating expenses | 96,167 | 20,059 | **103,888** | **116,226** | 84,827 |
| Salaries and wages | 88,154 | 64,480 | **139,986** | **152,634** | 140,099 |
| **Total Expenses** | 194,865 | 89,240 | **259,119** | **284,105** | 238,883 |
| **Net Revenue (Expenses)** | 5,361 | 3,951 | **20,360** | **9,312** | 39,589 |
| Transfers to own funds: | | | | | |
| Transfers to reserve | - | - | **12,000** | **-** | 15,271 |
| Transfers to ERF | 2,906 | 3,951 | **8,000** | **6,857** | 24,318 |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | **360** | **-** | - |
| **Annual Surplus (Deficit)** | 2,455 | - | **-** | **2,455** | - |
| **Accumulated Surplus (Deficit), end of year** | $ 2,455 | $ - | **$ -** | **$ 2,455** | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the year ended December 31, 2021

| | Salt Spring Island Community Recreation | Salt Spring Island Community Parks | Salt Spring Island Community Pool | Salt Spring Island Park Land and Community Recreation |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 97,716 | $ 543,448 | $ 772,195 | $ 737,652 |
| Sale of services: | | | | |
| Recreation revenue | 142,801 | - | 191,517 | - |
| Other sales | 30 | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 106 | (1,159) | 4,980 | (1,081) |
| Other revenue | - | 68,040 | 400 | 6,270 |
| Grants in lieu of taxes | 39 | 296 | 662 | 537 |
| **Total Revenue** | 240,692 | 610,625 | 969,754 | 743,378 |
| **Expenses** | | | | |
| General administration | 31,948 | 84,051 | (1,064) | 169,305 |
| Other operating expenses | 91,644 | 67,482 | 379,635 | 205,127 |
| Salaries and wages | 107,544 | 393,064 | 468,560 | 208,884 |
| MFA reserve | - | - | 89 | - |
| Recoveries | - | - | - | - |
| **Total Expenses** | 231,136 | 544,597 | 847,220 | 583,316 |
| **Net Revenue (Expenses)** | 9,556 | 66,028 | 122,534 | 160,062 |
| Transfers to own funds: | | | | |
| Transfers to reserve | 8,222 | 5,000 | 66,819 | 145,062 |
| Transfers to ERF | - | 5,090 | 35,000 | 15,000 |
| Transfers from reserve | - | - | (4,861) | - |
| Debt charges: | | | | |
| Interest on short term debt | - | - | (1,400) | - |
| Interest on long term debt | - | - | 7,000 | - |
| Principal | - | - | 19,976 | - |
| **Annual Surplus (Deficit)** | 1,334 | 55,938 | - | - |
| Accumulated surplus (deficit), beginning of year | (1,334) | (55,938) | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the year ended December 31, 2021

| | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|
| | **$ 2,028,142** | **$ 2,151,011** | $ 1,977,279 |
| | **355,220** | **334,318** | 179,397 |
| | **-** | **30** | 35 |
| | **1,050** | **2,846** | 38,460 |
| | **153,065** | **74,710** | 49,657 |
| | **1,534** | **1,534** | 1,551 |
| | **2,539,011** | **2,564,449** | 2,246,379 |
| | **284,240** | **284,240** | 222,516 |
| | **995,396** | **743,888** | 631,087 |
| | **1,275,877** | **1,178,052** | 977,238 |
| | **1,050** | **89** | 435 |
| | **(356,700)** | **-** | - |
| | **2,199,863** | **2,206,269** | 1,831,276 |
| | **339,148** | **358,180** | 415,103 |
| | **196,000** | **225,103** | 245,301 |
| | **55,090** | **55,090** | 65,000 |
| | **-** | **(4,861)** | - |
| | **3,810** | **(1,400)** | (9,130) |
| | **7,000** | **7,000** | 26,375 |
| | **19,976** | **19,976** | 144,829 |
| | **57,272** | **57,272** | (57,272) |
| | **(57,272)** | **(57,272)** | - |
| | **$ -** | **$ -** | $ (57,272) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Southern Gulf Islands

For the year ended December 31, 2021

| | Galiano Island Community Parks | Galiano Island Community Recreation | Mayne Island Community Recreation | Mayne Island Community Parks |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 92,073 | $ 36,705 | $ 34,209 | $ 83,390 |
| Sale of services: | | | | |
| Recreation revenue | - | - | - | 375 |
| Other sales | - | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | (58) | (57) | 176 | 268 |
| Other revenue | - | - | - | 9,509 |
| Grants in lieu of taxes | 37 | 15 | 28 | 69 |
| **Total Revenue** | 92,052 | 36,663 | 34,413 | 93,611 |
| **Expenses** | | | | |
| General administration | 3,259 | 1,590 | 1,627 | 4,399 |
| Other operating expenses` | 67,609 | 38,849 | 27,226 | 62,263 |
| Salaries and wages | - | - | - | - |
| **Total Expenses** | 70,868 | 40,439 | 28,853 | 66,662 |
| **Net Revenue (Expenses)** | 21,184 | (3,776) | 5,560 | 26,949 |
| Transfers to own funds: | | | | |
| Transfers to capital | - | - | - | - |
| Transfers to reserve | 21,184 | - | - | 27,418 |
| Debt charges: | | | | |
| Interest on short term debt | - | - | - | - |
| **Annual Surplus (Deficit)** | - | (3,776) | 5,560 | (469) |
| Accumulated surplus (deficit), beginning of year | - | 4,454 | 8,174 | 16,510 |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ 678 | $ 13,734 | $ 16,041 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services, Southern Gulf Islands

For the year ended December 31, 2021

| Pender Island Community Recreation | North & South Pender Island Parks | Saturna Island Community Parks | Saturna Island Community Recreation | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| $ 155,349 | $ 64,157 | $ 22,866 | $ 12,971 | **$ 501,545** | **$ 501,720** | $ 481,522 |
| - | - | - | - | **380** | **375** | - |
| 756 | - | - | - | **210** | **756** | 510 |
| (31) | 72 | 7 | 133 | **910** | **510** | 1,096 |
| - | - | 500 | - | **3,423** | **10,009** | 11,932 |
| 1,323 | 505 | 1,144 | 757 | **3,878** | **3,878** | 3,065 |
| 157,397 | 64,734 | 24,517 | 13,861 | **510,346** | **517,248** | 498,125 |
| 4,482 | 2,667 | 982 | 778 | **19,784** | **19,784** | 16,805 |
| 95,186 | 58,480 | 13,877 | 9,054 | **453,597** | **372,544** | 337,050 |
| - | - | - | - | **1,100** | **-** | - |
| 99,668 | 61,147 | 14,859 | 9,832 | **474,481** | **392,328** | 353,855 |
| 57,729 | 3,587 | 9,658 | 4,029 | **35,865** | **124,920** | 144,270 |
| - | - | - | - | **7,020** | **-** | - |
| 57,729 | - | 9,658 | - | **62,959** | **115,989** | 132,977 |
| - | - | - | - | **770** | **-** | - |
| - | 3,587 | - | 4,029 | **(34,884)** | **8,931** | 11,293 |
| - | (615) | - | 6,361 | **34,884** | **34,884** | 23,592 |
| $ - | $ 2,972 | $ - | $ 10,390 | **$ -** | **$ 43,815** | $ 34,885 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Recreation and Cultural Services

For the year ended December 31, 2021

| | Vancouver Island Regional Library | Royal Theatre | McPherson Theatre | Sooke Regional Museum | Greater Victoria Library |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 310,394 | $ 580,000 | $ 750,000 | $ 196,217 | $ 30,985 |
| Sale of services: | | | | | |
| Other revenue from own sources: | | | | | |
| Interest earnings | (850) | 34 | 1,242 | 150 | 5 |
| Other revenue | 37,003 | - | - | - | - |
| Grants in lieu of taxes | 299 | - | 34,851 | 332 | 92 |
| **Total Revenue** | 346,846 | 580,034 | 786,093 | 196,699 | 31,082 |
| **Expenses** | | | | | |
| General administration | 5,562 | 14,311 | 33,710 | 3,903 | 726 |
| Other operating expenses | 311,629 | 85,723 | 316,540 | 192,640 | 29,841 |
| Salaries and wages | - | - | - | - | - |
| MFA reserve | - | - | - | - | - |
| Recoveries | - | - | - | - | - |
| **Total Expenses** | 317,191 | 100,034 | 350,250 | 196,543 | 30,567 |
| **Net Revenue (Expenses)** | 29,655 | 480,000 | 435,843 | 156 | 515 |
| Transfers to own funds: | | | | | |
| Transfers to capital | - | 100,000 | 92,000 | - | - |
| Transfers to reserve | - | 380,000 | 343,843 | - | - |
| Transfers to ERF | - | - | - | - | - |
| Transfers from own funds: | | | | | |
| Transfers from reserve | - | - | - | - | - |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | - | - |
| Interest on long term debt | 29,468 | - | - | - | - |
| Principal | - | - | - | - | - |
| **Annual Surplus (Deficit)** | 187 | - | - | 156 | 515 |
| Accumulated surplus (deficit), beginning of year | (46) | - | - | 44 | 9 |
| **Accumulated Surplus (Deficit), end of year** | $ 141 | $ - | $ - | $ 200 | $ 524 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
## Recreation and Cultural Services

For the year ended December 31, 2021

| Salt Spring Island Library | Southern Gulf Island Library | Galiano Island Library | Arts Development | Salt Spring Island Arts | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|---|
| $ 661,352 | $ 224,053 | $ 61,715 | $2,727,857 | $ 118,512 | **$5,661,085** | **$5,661,085** | $5,577,470 |
| 3,855 | 30 | (17) | (1,074) | (331) | **2,040** | **3,044** | (2,892) |
| - | - | - | 10,000 | - | **213,900** | **47,003** | 3,560 |
| 513 | 2,077 | 23 | 180,766 | 90 | **218,987** | **219,043** | 224,335 |
| 665,720 | 226,160 | 61,721 | 2,917,549 | 118,271 | **6,096,012** | **5,930,175** | 5,802,473 |
| 18,717 | 4,065 | 1,711 | 59,823 | 2,377 | **144,905** | **144,905** | 133,867 |
| 441,002 | 222,495 | 25,967 | 2,577,396 | 117,321 | **4,323,003** | **4,320,554** | 4,200,306 |
| - | - | - | 291,194 | - | **296,642** | **291,194** | 252,443 |
| 537 | - | 64 | - | - | **60,810** | **601** | 729 |
| - | - | - | (47,432) | - | **(13,552)** | **(47,432)** | (13,220) |
| 460,256 | 226,560 | 27,742 | 2,880,981 | 119,698 | **4,811,808** | **4,709,822** | 4,574,125 |
| 205,464 | (400) | 33,979 | 36,568 | (1,427) | **1,284,204** | **1,220,353** | 1,228,348 |
| - | - | - | - | - | **192,000** | **192,000** | 184,000 |
| 17,161 | - | 6,562 | 31,568 | - | **724,351** | **779,134** | 845,583 |
| - | - | - | 5,000 | - | **-** | **5,000** | - |
| - | - | - | - | - | **(19,955)** | **-** | - |
| (9,028) | - | - | - | - | **10,778** | **(9,028)** | (27,004) |
| 74,975 | - | 11,935 | - | - | **240,810** | **116,378** | 86,910 |
| 122,356 | - | 15,482 | - | - | **137,837** | **137,838** | 137,838 |
| - | (400) | - | - | (1,427) | **(1,617)** | **(969)** | 1,021 |
| - | 1,735 | - | - | (125) | **1,617** | **1,617** | 596 |
| $ - | $ 1,335 | $ - | $ - | $ (1,552) | **$ -** | **$ 648** | $ 1,617 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Fiscal Services

For the year ended December 31, 2021

| | Local Debt Services | Gossip Island Electricity | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $5,336,555 | $ 56,848 | **$15,018,467** | **$15,393,403** | $15,396,582 |
| Other revenue from own sources: | | | | | |
| Interest earnings | 56,579 | 167 | **70,753** | **56,746** | 64,561 |
| **Total Revenue** | 5,393,134 | 57,015 | **15,089,220** | **15,450,149** | 15,461,143 |
| **Expenses** | | | | | |
| General administration | - | 357 | **357** | **357** | 661 |
| Other operating expenses | 1 | - | **100** | **1** | 62 |
| MFA reserve | 56,578 | 152 | **70,660** | **56,730** | 64,546 |
| **Total Expenses** | 56,579 | 509 | **71,117** | **57,088** | 65,269 |
| **Net Revenue (Expenses)** | 5,336,555 | 56,506 | **15,018,103** | **15,393,061** | 15,395,874 |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | **120** | **-** | - |
| Interest on long term debt | 5,974,446 | 20,735 | **5,914,684** | **5,995,181** | 6,150,111 |
| Principal | 9,362,109 | 35,708 | **9,103,378** | **9,397,817** | 9,245,836 |
| **Annual Surplus (Deficit)** | - | 63 | **(79)** | **63** | (73) |
| Accumulated surplus (deficit), beginning of year | - | 79 | **79** | **79** | 152 |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ 142 | **$ -** | **$ 142** | $ 79 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Land Bank and Housing

For the year ended December 31, 2021

| | Land Bank and Housing | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|
| **Revenue** | | | | |
| Government transfers | $ 2,745,407 | **$ 2,588,179** | **$ 2,745,407** | $ 2,542,541 |
| Sale of services: | | | | |
| Recreation revenue | 38,071 | **35,130** | **38,071** | 36,168 |
| Other revenue from own sources: | | | | |
| Interest earnings | 64,665 | **27,353** | **64,665** | 78,249 |
| Other revenue | 147,726 | **63,000** | **147,726** | 128,000 |
| Grants in lieu of taxes | 126,943 | **126,768** | **126,943** | 137,233 |
| **Total Revenue** | 3,122,812 | **2,840,430** | **3,122,812** | 2,922,191 |
| **Expenses** | | | | |
| General administration | 109,315 | **109,315** | **109,315** | 86,763 |
| Other operating expenses | 622,791 | **4,868,623** | **622,791** | 1,354,707 |
| Salaries and wages | 1,155,682 | **1,290,571** | **1,155,682** | 924,614 |
| MFA reserve | 1,825 | **2,390** | **1,825** | 2,164 |
| Recoveries | (769,348) | **(903,390)** | **(769,348)** | (622,156) |
| **Total Expenses** | 1,120,265 | **5,367,509** | **1,120,265** | 1,746,092 |
| **Net Revenue (Expenses)** | 2,002,547 | **(2,527,079)** | **2,002,547** | 1,176,099 |
| Transfers to own funds: | | | | |
| Transfers to capital | 6,381 | **8,510** | **6,381** | 43,992 |
| Transfers to reserve | 105,393 | **-** | **105,393** | 42,000 |
| Transfers to ERF | 4,000 | **4,000** | **4,000** | 4,000 |
| Transfers from reserve | - | **(65,236)** | **-** | - |
| Debt charges: | | | | |
| Interest on short term debt | - | **4,118** | **-** | - |
| Interest on long term debt | 207,086 | **207,086** | **207,086** | 207,086 |
| Principal | 802,377 | **802,377** | **802,377** | 802,377 |
| **Annual Surplus (Deficit)** | 877,310 | **(3,487,934)** | **877,310** | 76,644 |
| Accumulated surplus (deficit), beginning of year | 3,487,934 | **3,487,934** | **3,487,934** | 3,411,290 |
| **Accumulated Surplus (Deficit), end of year** | $ 4,365,244 | **$ -** | **$ 4,365,244** | $ 3,487,934 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# General Revenue Fund Statement of Operations (Unaudited)
# Small Craft Harbours, Transit and Transport

For the year ended December 31, 2021

| | Southern Gulf Islands Small Craft Harbours | Salt Spring Island Small Craft Harbours | Salt Spring Island Transit and Transport | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| **Revenue** | | | | | | |
| Government transfers | $ 291,104 | $ 31,283 | $ 561,554 | **$ 871,181** | **$ 883,941** | $ 704,379 |
| Sale of services: | | | | | | |
| Recreation revenue | 84,530 | - | - | **92,300** | **84,530** | 78,953 |
| Other sales | - | - | 145,658 | **126,922** | **145,658** | 125,358 |
| Other revenue from own sources: | | | | | | |
| Interest earnings | 400 | 84 | 834 | **1,860** | **1,318** | 148 |
| Other revenue | 4,347 | - | - | **7,000** | **4,347** | 2,360 |
| Grants in lieu of taxes | 6,041 | 40 | 311 | **6,392** | **6,392** | 5,563 |
| **Total Revenue** | 386,422 | 31,407 | 708,357 | **1,105,655** | **1,126,186** | 916,761 |
| **Expenses** | | | | | | |
| General administration | 8,957 | 3,846 | 29,126 | **39,264** | **41,929** | 39,156 |
| Other operating expenses | 144,101 | 6,047 | 500,661 | **711,379** | **650,809** | 571,121 |
| Salaries and wages | - | - | - | **1,590** | **-** | - |
| MFA reserve | - | - | - | **7,100** | **-** | - |
| **Total Expenses** | 153,058 | 9,893 | 529,787 | **759,333** | **692,738** | 610,277 |
| **Net Revenue (Expenses)** | 233,364 | 21,514 | 178,570 | **346,322** | **433,448** | 306,484 |
| Transfers to own funds: | | | | | | |
| Transfers to reserve | 233,138 | 21,514 | 180,317 | **342,307** | **434,969** | 340,660 |
| Transfers from reserve | - | - | (1,747) | **-** | **(1,747)** | (34,176) |
| Debt charges: | | | | | | |
| Interest on short term debt | - | - | - | **820** | **-** | - |
| Interest on long term debt | 226 | - | - | **3,195** | **226** | - |
| **Annual Surplus (Deficit)** | - | - | - | **-** | **-** | - |
| Accumulated surplus (deficit), beginning of year | - | - | - | **-** | **-** | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ - | **$ -** | **$ -** | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

*This page left intentionally blank.*

# Sewer Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| | Septage Disposal Facilities | Salt Spring Island Septage Disposal | Trunk Sewers and Sewage Disposal Operations and Maintenance | Trunk Sewers and Sewage Disposal Debt | Ganges Sewer System |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 230,576 | $ 356,696 | $ 6,187,086 | $22,542,603 | $ 57,000 |
| Sale of services: | | | | | |
| Other sales | 147,057 | 659,091 | - | - | 1,000,303 |
| Other revenue from own sources: | | | | | |
| Interest earnings | 2,144 | (631) | (6,752) | 133,360 | (753) |
| Other revenue | 2,000 | - | 59,663 | - | 2,081 |
| Grants in lieu of taxes | 11,840 | 450 | 139,826 | 629,788 | 173 |
| **Total Revenue** | 393,617 | 1,015,606 | 6,379,823 | 23,305,751 | 1,058,804 |
| **Expenses** | | | | | |
| General administration | 12,921 | 26,790 | 136,647 | 3,993 | 32,779 |
| Other operating expenses | 144,703 | 804,334 | 5,387,480 | 1,346,994 | 695,579 |
| Salaries and wages | - | - | - | - | - |
| MFA reserve | - | 467 | - | 226,211 | 705 |
| Recoveries | - | - | (154,990) | - | - |
| **Total Expenses** | 157,624 | 831,591 | 5,369,137 | 1,577,198 | 729,063 |
| **Net Revenue (Expenses)** | 235,993 | 184,015 | 1,010,686 | 21,728,553 | 329,741 |
| Transfers to own funds: | | | | | |
| Transfers to revenue | - | - | - | 456,319 | - |
| Transfers to capital | 124,719 | - | - | 233,947 | - |
| Transfers to reserve | 214,260 | 29,790 | 951,164 | 10,182,295 | 118,172 |
| Transfers to ERF | - | - | 115,708 | - | - |
| Transfers from own funds: | | | | | |
| Transfers from revenue | - | - | - | (176,961) | - |
| Transfers from capital | - | - | - | - | - |
| Transfers from reserve | - | (6,348) | - | - | (34,244) |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | (16,416) | - |
| Interest on long term debt | - | 53,265 | - | 6,752,299 | 117,800 |
| Principal | - | 107,308 | - | 5,378,389 | 128,013 |
| **Annual Surplus (Deficit)** | (102,986) | - | (56,186) | (1,081,319) | - |
| Accumulated surplus (deficit), beginning of year | 102,986 | - | 120,627 | 1,151,001 | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ 64,441 | $ 69,682 | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Sewer Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| Malaview Estates Sewer System | Magic Lake Estates Sewer System | Port Renfrew Sewer System | Harbours Environmental Action | Core Area Wastewater Operations | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|---|
| $ 4,670 | $ 656,041 | $ 59,456 | $ 65,290 | $27,618,405 | **$57,777,823** | **$ 57,777,823** | $51,929,454 |
| 206,363 | 251,937 | 57,308 | - | - | **2,199,568** | **2,322,059** | 2,081,443 |
| 344 | (325) | (151) | 171 | - | **102,325** | **127,407** | 128,198 |
| 649 | 567 | 2,774 | - | 18,602 | **59,130** | **86,336** | 759,781 |
| - | 985 | 1,115 | - | 750,420 | **1,532,243** | **1,534,597** | 1,623,084 |
| 212,026 | 909,205 | 120,502 | 65,461 | 28,387,427 | **61,671,089** | **61,848,222** | 56,521,960 |
| 6,059 | 29,405 | 4,260 | 1,300 | 1,246,645 | **1,264,217** | **1,500,799** | 630,052 |
| 118,644 | 594,512 | 112,005 | 64,161 | 21,719,445 | **36,479,968** | **30,987,857** | 19,148,958 |
| - | 91 | - | - | 3,995 | **-** | **4,086** | (1,466) |
| 5 | 38,250 | - | - | - | **490,770** | **265,638** | 32,590 |
| - | (10,654) | - | - | (200,000) | **(1,789,749)** | **(365,644)** | (1,024,313) |
| 124,708 | 651,604 | 116,265 | 65,461 | 22,770,085 | **36,445,206** | **32,392,736** | 18,785,821 |
| 87,318 | 257,601 | 4,237 | - | 5,617,342 | **25,225,883** | **29,455,486** | 37,736,139 |
| - | - | - | - | - | **-** | **456,319** | 571,158 |
| - | - | - | - | 57,908 | **5,829,346** | **416,574** | 27,068,630 |
| 58,056 | 66,888 | 2,035 | - | 4,166,905 | **10,884,717** | **15,789,565** | 1,176,512 |
| - | - | - | - | 1,195,184 | **392,169** | **1,310,892** | 959,754 |
| - | - | - | - | - | **(176,960)** | **(176,961)** | (320,000) |
| - | - | - | - | - | **-** | **-** | (6,410,000) |
| - | (25,000) | - | - | - | **(349,625)** | **(65,592)** | (1,325,154) |
| (84) | 19,257 | - | - | - | **628,866** | **2,757** | (51,878) |
| 420 | 70,765 | - | - | - | **3,750,047** | **6,994,549** | 3,720,277 |
| 1,199 | 133,463 | - | - | - | **5,612,008** | **5,748,372** | 11,452,681 |
| 27,727 | (7,772) | 2,202 | - | 197,345 | **(1,344,685)** | **(1,020,989)** | 894,159 |
| (27,727) | - | (2,202) | - | - | **1,344,685** | **1,344,685** | 450,526 |
| $ - | $ (7,772) | $ - | $ - | $ 197,345 | **$ -** | **$ 323,696** | $ 1,344,685 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| | Fernwood Water Supply | Magic Lake Estates Water Supply | Port Renfrew Water Supply | Saanich Peninsula Water Supply | Highland Water Supply |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 13,494 | $ 568,517 | $ 60,016 | $ - | $ 31,117 |
| Sale of services: | | | | | |
| Other sales | - | 372,406 | 60,198 | 8,132,234 | - |
| Other revenue from own sources: | | | | | |
| Interest earnings | 58 | (1,361) | (242) | (2,710) | 120 |
| Other revenue | - | 20,663 | 310 | 11,000 | - |
| Grants in lieu of taxes | - | 473 | 523 | - | - |
| **Total Revenue** | 13,552 | 960,698 | 120,805 | 8,140,524 | 31,237 |
| **Expenses** | | | | | |
| General administration | 349 | 28,350 | 5,540 | 109,212 | 394 |
| Other operating expenses | - | 733,371 | 113,211 | 6,775,722 | - |
| Salaries and wages | - | 2,404 | - | - | - |
| MFA reserve | 44 | 556 | - | - | 88 |
| **Total Expenses** | 393 | 764,681 | 118,751 | 6,884,934 | 482 |
| **Net Revenue (Expenses)** | 13,159 | 196,017 | 2,054 | 1,255,590 | 30,755 |
| Transfers to own funds: | | | | | |
| Transfers to capital | - | - | - | - | - |
| Transfers to reserve | - | 72,817 | 2,054 | 1,205,590 | - |
| Transfers to ERF | - | - | - | 50,000 | - |
| Transfers from own funds: | | | | | |
| Transfers from reserve | - | (70,818) | - | - | - |
| Debt charges: | | | | | |
| Interest on short term debt | - | (1,645) | - | - | - |
| Interest on long term debt | 4,420 | 65,109 | - | - | 10,748 |
| Principal | 9,926 | 130,554 | - | - | 20,010 |
| **Annual Surplus (Deficit)** | (1,187) | - | - | - | (3) |
| Accumulated surplus (deficit), beginning of year | 1,201 | - | - | - | 32 |
| **Accumulated Surplus (Deficit), end of year** | $ 14 | $ - | $ - | $ - | $ 29 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| Lyall Harbour/Boot Cove Water Supply | Sticks Allison Galiano Island Water Supply | Highland/Fernwood Water Supply | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|
| $ 125,585 | $ 5,000 | $ 75,000 | **$ 880,883** | **$ 878,729** | $ 866,347 |
| 109,460 | 51,331 | 446,864 | **8,184,715** | **9,172,493** | 8,044,840 |
| (207) | (82) | (1,271) | **1,940** | **(5,695)** | (10,768) |
| 3,028 | 5,626 | 630 | **14,810** | **41,257** | 40,132 |
| 767 | - | - | **1,763** | **1,763** | 1,697 |
| 238,633 | 61,875 | 521,223 | **9,084,111** | **10,088,547** | 8,942,248 |
| 7,731 | 2,314 | 16,358 | **170,247** | **170,248** | 152,230 |
| 190,359 | 67,144 | 334,128 | **7,529,258** | **8,213,935** | 7,620,953 |
| - | - | - | **-** | **2,404** | 757 |
| 100 | - | 110 | **6,080** | **898** | 1,068 |
| 198,190 | 69,458 | 350,596 | **7,705,585** | **8,387,485** | 7,775,008 |
| 40,443 | (7,583) | 170,627 | **1,378,526** | **1,701,062** | 1,167,240 |
| - | - | 6,612 | **-** | **6,612** | - |
| - | 3,401 | 67,960 | **925,350** | **1,351,822** | 923,333 |
| - | - | - | **50,000** | **50,000** | 50,000 |
| (7,000) | (1,000) | - | **(55,000)** | **(78,818)** | (36,499) |
| - | - | (1,951) | **18,718** | **(3,596)** | (7,063) |
| 7,929 | - | 16,250 | **110,063** | **104,456** | 123,211 |
| 22,148 | - | 24,971 | **207,607** | **207,609** | 204,044 |
| 17,366 | (9,984) | 56,785 | **121,788** | **62,977** | (89,786) |
| (22,103) | - | (100,918) | **(121,788)** | **(121,788)** | (32,002) |
| $ (4,737) | $ (9,984) | $ (44,133) | **$ -** | **$ (58,811)** | $ (121,788) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| | Skana Water Supply | Surfside Water Supply | Beddis Water Supply | Fulford Water Supply | Cedars of Tuam Supply |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 22,885 | $ 22,000 | $ 73,470 | $ 37,500 | $ - |
| Sale of services: | | | | | |
| Other sales | 45,089 | 81,824 | 186,789 | 152,463 | 37,453 |
| Other revenue from own sources: | | | | | |
| Interest earnings | 32 | (69) | (366) | 65 | 28 |
| Other revenue | 166 | 360 | 219 | 926 | 58 |
| **Total Revenue** | 68,172 | 104,115 | 260,112 | 190,954 | 37,539 |
| **Expenses** | | | | | |
| General administration | 2,631 | 4,698 | 8,721 | 7,539 | 2,241 |
| Other operating expenses | 65,874 | 88,331 | 190,666 | 153,036 | 34,325 |
| Salaries and wages | - | - | - | 235 | - |
| MFA reserve | 7 | - | 77 | 37 | - |
| Recoveries | - | - | - | - | - |
| **Total Expenses** | 68,512 | 93,029 | 199,464 | 160,847 | 36,566 |
| **Net Revenue (Expenses)** | (340) | 11,086 | 60,648 | 30,107 | 973 |
| Transfers to own funds: | | | | | |
| Transfers to capital | - | - | - | - | - |
| Transfers to reserve | 7,545 | 17,000 | 14,035 | 28,400 | 4,360 |
| Transfers to ERF | - | - | - | - | - |
| Transfers from own funds: | | | | | |
| Transfers from reserve | (10,000) | (5,914) | 10,000 | (12,438) | (3,387) |
| Debt charges: | | | | | |
| Interest on short term debt | - | - | - | - | - |
| Interest on long term debt | 657 | - | 12,145 | 5,655 | - |
| Principal | 1,458 | - | 30,818 | 8,490 | - |
| **Annual Surplus (Deficit)** | - | - | 13,650 | - | - |
| Accumulated surplus (deficit), beginning of year | - | - | (13,650) | - | - |
| **Accumulated Surplus (Deficit), end of year** | $ - | $ - | $ - | $ - | $ - |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

| Cedar Lane Water Supply | Wilderness Mountain Water | Regional Water Supply | Regional Water Distribution | 2021 Budget | 2021 Actual | 2020 Actual |
|---|---|---|---|---|---|---|
| $ 10,024 | $ 59,520 | $ 2,607 | $ 316 | **$ 225,399** | **$ 228,322** | $ 257,877 |
| 53,656 | 87,998 | 37,661,140 | 23,668,347 | **56,044,821** | **61,974,759** | 55,274,059 |
| 85 | (56) | 127,619 | 33,159 | **42,790** | **160,497** | 186,427 |
| 238 | 257 | 75,657 | 101,455 | **189,410** | **179,336** | 712,039 |
| 64,003 | 147,719 | 37,867,023 | 23,803,277 | **56,502,420** | **62,542,914** | 56,430,402 |
| 3,773 | 5,607 | 2,243,331 | 636,005 | **2,401,256** | **2,914,546** | 2,389,871 |
| 84,037 | 111,514 | 5,834,685 | 13,402,978 | **37,795,104** | **19,965,446** | 17,100,227 |
| - | - | 14,655,331 | 456,586 | **17,076,448** | **15,112,152** | 14,480,937 |
| 25 | 61 | 25,637 | 4,515 | **123,940** | **30,359** | 87,429 |
| - | - | (6,033,894) | - | **(26,315,270)** | **(6,033,894)** | (5,550,104) |
| 87,835 | 117,182 | 16,725,090 | 14,500,084 | **31,081,478** | **31,988,609** | 28,508,360 |
| (23,832) | 30,537 | 21,141,933 | 9,303,193 | **25,420,942** | **30,554,305** | 27,922,042 |
| - | - | 12,546,475 | 7,246,297 | **14,576,096** | **19,792,772** | 17,279,458 |
| 5,370 | 9,882 | - | - | **106,820** | **86,592** | 85,329 |
| - | - | 297,540 | 258,003 | **555,543** | **555,543** | 513,239 |
| (26,936) | - | - | (68,191) | **(142,441)** | **(136,866)** | (227,179) |
| - | - | (9,873) | (1,750) | **26,470** | **(11,623)** | (27,570) |
| 2,430 | 9,554 | 2,827,275 | 659,740 | **3,537,931** | **3,517,456** | 3,692,966 |
| 5,394 | 14,033 | 5,480,516 | 1,209,094 | **6,749,805** | **6,749,803** | 6,610,878 |
| (10,090) | (2,932) | - | - | **10,718** | **628** | (5,079) |
| - | 2,932 | - | - | **(10,718)** | **(10,718)** | (5,639) |
| $ (10,090) | $ - | $ - | $ - | **$ -** | **$ (10,090)** | $ (10,718) |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Capital Funds Statement of Financial Position (Unaudited)

As at December 31, 2021

| | General Capital | Water Capital | Sewer Capital | 2021 | 2020 |
|---|---|---|---|---|---|
| **Financial Assets** | | | | | |
| Receivables: | | | | | |
| Accounts receivable | $ 27,554,808 | $ 59,786,908 | $ 57,175,806 | **$ 144,517,522** | $ 155,121,010 |
| Debt recoverable from other authorities | | | | | |
| Debentures: | | | | | |
| District of Sooke | 3,120,673 | - | - | **3,120,673** | 3,666,923 |
| City of Colwood | 7,997,141 | - | - | **7,997,141** | 8,690,504 |
| Town of Esquimalt | 38,215,048 | - | - | **38,215,048** | 4,229,661 |
| District of Highlands | 393,221 | - | - | **393,221** | 480,006 |
| District of North Saanich | 5,348,140 | - | - | **5,348,140** | 5,763,077 |
| District of Oak Bay | 703,496 | - | - | **703,496** | 1,030,324 |
| District of Saanich | 46,176,266 | - | - | **46,176,266** | 39,784,431 |
| Town of Sidney | 7,660,577 | - | - | **7,660,577** | 8,036,621 |
| City of Victoria | 56,965,563 | - | - | **56,965,563** | 61,389,116 |
| District of Central Saanich | 7,949,749 | - | - | **7,949,749** | 8,379,098 |
| Town of View Royal | 5,012,823 | - | - | **5,012,823** | 5,419,897 |
| VIRL | 6,000,000 | - | - | **6,000,000** | - |
| | $ 213,097,505 | $ 59,786,908 | $ 57,175,806 | **$ 330,060,219** | $ 301,990,668 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Capital Funds Statement of Financial Position (Unaudited)

As at December 31, 2021

| | General Capital | Water Capital | Sewer Capital | 2021 | 2020 |
|---|---|---|---|---|---|
| **Financial Liabilities** | | | | | |
| Payables: | | | | | |
| Trade accounts and accrued liabilities | $ 535,770 | $ 2,537,048 | $ 2,168,383 | **$ 5,241,201** | $ 11,769,606 |
| Contractors holdbacks | 312,170 | 122,716 | 7,980,951 | **8,415,837** | 75,817,206 |
| CIAC developer advances for construction | - | 515,316 | - | **515,316** | 536,769 |
| Deferred revenue | - | 1,577,790 | - | **1,577,790** | - |
| | 847,940 | 4,752,870 | 10,149,334 | **15,750,144** | 88,123,581 |
| Debentures issued by Municipal Finance Authority | 216,461,415 | 45,638,859 | 187,296,993 | **449,397,267** | 321,683,250 |
| Non-debenture / bank loan | - | - | - | **-** | 6,410,000 |
| | 216,461,415 | 45,638,859 | 187,296,993 | **449,397,267** | 328,093,250 |
| | 217,309,355 | 50,391,729 | 197,446,327 | **465,147,411** | 416,216,831 |
| **Net Financial Assets (Liabilities)** | (4,211,850) | 9,395,179 | (140,270,521) | **(135,087,192)** | (114,226,163) |
| **Non-Financial Assets** | | | | | |
| Tangible capital assets: | | | | | |
| Engineering structures | 150,526,778 | 555,990,398 | 940,205,976 | **1,646,723,152** | 1,371,136,106 |
| Buildings | 269,825,009 | 8,478,725 | 5,958,187 | **284,261,921** | 286,326,104 |
| Equipment | 38,356,325 | 30,893,770 | 5,135,816 | **74,385,911** | 71,894,599 |
| Vehicles | 17,995,004 | 7,427,558 | 29,322 | **25,451,884** | 23,766,854 |
| Land | 160,597,487 | 85,181,580 | 28,333,065 | **274,112,132** | 250,421,413 |
| Other assets | 3,922,951 | 13,491,913 | 6,082,145 | **23,497,009** | 22,464,704 |
| Assets WIP | 12,929,552 | 17,651,527 | 5,448,841 | **36,029,920** | 91,163,333 |
| | 654,153,106 | 719,115,471 | 991,193,352 | **2,364,461,929** | 2,117,173,113 |
| Inventory of supplies | - | 1,062,177 | - | **1,062,177** | 1,018,898 |
| **Accumulated Surplus** | | | | | |
| Capital funds | $ 649,941,256 | $ 729,572,827 | $ 850,922,831 | **$2,230,436,914** | $2,003,965,848 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Capital Funds Statement of Financial Activities (Unaudited)

For the year ended December 31, 2021

| | General Capital | Water Capital | Sewer Capital | 2021 | 2020 |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Government transfers | $ 9,438,026 | $ 570,507 | $ 118,494,257 | **$ 128,502,790** | $ 150,750,486 |
| Developer contributions | - | 4,135,620 | - | **4,135,620** | 5,706,166 |
| Interest earnings | 628,161 | 621,091 | (185,247) | **1,064,005** | 1,907,118 |
| Other revenue | 28,299,782 | 593,342 | - | **28,893,124** | 71,397,451 |
| Capitalization of debt | 3,447,582 | 10,160,139 | 8,507,695 | **22,115,416** | 27,369,583 |
| **Net Revenue** | 41,813,551 | 16,080,699 | 126,816,705 | **184,710,955** | 257,130,804 |
| Transfers to own funds: | | | | | |
| Transfers to revenue | - | - | (109,329) | **(109,329)** | (6,560,000) |
| Transfers to capital | - | (52,792) | (200,000) | **(252,792)** | - |
| Transfers to reserve | (1,197,412) | (25,571) | (389,469) | **(1,612,452)** | (1,771,191) |
| Transfers to ERF | - | (47,112) | (21,744) | **(68,856)** | (47,112) |
| Transfers from own funds: | | | | | |
| Transfers from revenue | 2,957,002 | 19,799,385 | 416,574 | **23,172,961** | 46,910,660 |
| Transfers from capital | 200,000 | 30,000 | - | **230,000** | 240,000 |
| Transfers from reserve | 15,343,094 | 3,384,953 | 1,483,425 | **20,211,472** | 24,494,506 |
| Transfers from ERF | 2,180,441 | 295,647 | 235,559 | **2,711,647** | 1,523,740 |
| Decrease in inventory | - | 57,122 | - | **57,122** | 11,677 |
| Disposal of assets | (2,033,264) | (541,865) | (4,533) | **(2,579,662)** | (20,601,676) |
| **Annual Surplus** | 59,263,412 | 38,980,466 | 128,227,188 | **226,471,066** | 301,331,408 |
| Accumulated surplus, beginning of year | 590,677,844 | 690,592,361 | 722,695,643 | **2,003,965,848** | 1,702,634,440 |
| **Accumulated Surplus, end of year** | $ 649,941,256 | $ 729,572,827 | $ 850,922,831 | **$2,230,436,914** | $2,003,965,848 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

*This page left intentionally blank.*

# Capital Funds Statement of Capital Financing (Unaudited)

For the year ended December 31, 2021

| | General Capital | Water Capital | Sewer Capital | 2021 | 2020 |
|---|---|---|---|---|---|
| **Finances acquired:** | | | | | |
| Unexpended funds at beginning of year | $ 39,783,470 | $ 37,023,986 | $ 46,006,743 | **$ 122,814,199** | $ 76,387,752 |
| Long-term debt incurred: | | | | | |
| Bank loan / MFA non-debenture loans | 227,000 | - | - | **227,000** | 60,250,000 |
| Debentures: | | | | | |
| Own portion | - | 5,100,000 | 4,000,000 | **9,100,000** | 99,400,000 |
| Member municipalities' portion | 6,280,000 | - | - | **6,280,000** | 13,670,000 |
| Transfer from member municipalities for their portion of long-term debt | 9,210,127 | - | - | **9,210,127** | 8,686,508 |
| Transfer from post capitalization | 358,000 | 1,866,117 | - | **2,224,117** | - |
| Transfer from current liability to equity - Skirt & Silver Creek | - | - | - | **-** | 3,299,445 |
| Transfers from own funds: | | | | | |
| Sewer Revenue Fund | - | - | 27,024,856 | **27,024,856** | 28,187,956 |
| General Revenue Fund | 2,591,346 | - | - | **2,591,346** | 1,267,261 |
| Water Revenue Fund | - | 17,306,135 | - | **17,306,135** | 15,103,080 |
| Reserve Funds | 15,273,235 | 1,962,200 | 8,735,699 | **25,971,134** | 22,202,604 |
| Capital Funds | 240,000 | - | - | **240,000** | - |
| Conditional grant from government | 5,950,887 | 43,752 | 144,755,847 | **150,750,486** | 171,374,228 |
| Contribution in aid | - | 5,706,166 | - | **5,706,166** | 3,345,898 |
| Interest earned | 637,548 | 609,735 | 659,835 | **1,907,118** | 1,625,932 |
| Other | 57,850,334 | - | - | **57,850,334** | 33,603,860 |
| Other - sale of land | - | - | 11,100,000 | **11,100,000** | 11,250,000 |
| Donations | 223,000 | - | - | **223,000** | 100,350 |
| Temporary borrowings and payables at end of year | 2,405,527 | 2,880,680 | 82,837,432 | **88,123,639** | 96,251,330 |
| | $ 141,030,474 | $ 72,498,771 | $ 325,120,412 | **$ 538,649,657** | $ 646,006,204 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes .

# Capital Funds Statement of Capital Financing (Unaudited)

For the year ended December 31, 2021

| | General Capital | Water Capital | Sewer Capital | 2021 | 2020 |
|---|---|---|---|---|---|
| **Finances applied:** | | | | | |
| Temporary borrowings and payables at beginning of year | $ 1,954,718 | $ 2,835,495 | $ 91,461,117 | **$ 96,251,330** | $ 77,184,413 |
| Expenditure for fixed assets | 96,675,321 | 22,199,364 | 126,581,315 | **245,456,000** | 306,925,843 |
| Transfers to own funds: | | | | | |
| General Revenue Fund | 150,000 | - | - | **150,000** | 96,420 |
| Sewer Revenue Fund | - | - | 6,410,000 | **6,410,000** | 11,102,640 |
| Reserve Funds | 66,625 | 193,938 | 1,510,628 | **1,771,191** | 2,523,089 |
| Capital Funds | - | - | - | **-** | 3,092 |
| Transfer to member municipalities for their portion of debentures | 6,280,000 | - | - | **6,280,000** | 13,670,000 |
| Payment of long-term debt on behalf of member municipalities | 9,210,127 | - | - | **9,210,127** | 8,686,508 |
| Debt paydown (per debt schedule) | - | - | 24,410,000 | **24,410,000** | 114,290,000 |
| Temporary loan paydown | - | - | (6,410,000) | **(6,410,000)** | (11,290,000) |
| Unexpended funds at end of year | 26,693,683 | 47,269,974 | 81,157,352 | **155,121,009** | 122,814,199 |
| | $ 141,030,474 | $ 72,498,771 | $ 325,120,412 | **$ 538,649,657** | $ 646,006,204 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes .

# Reserve Funds General Government Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | General Government Equipment Replacement Fund | Feasibility Study Reserve | Office Facilities & Equipment Replacement Fund |
|---|---|---|---|
| Opening balance | $ 6,104,201 | $ 29,737 | $ 7,576,315 |
| **Add** | | | |
| Government transfers | - | 150,000 | - |
| Other revenue from own sources: | | | |
| Interest earnings | 39,976 | 2,057 | 108,266 |
| Other revenues | 32,071 | - | - |
| Grants in lieu of taxes | - | 2,012 | - |
| Transfers from own funds: | | | |
| Transfers from revenue | - | - | 662,442 |
| Transfers from reserve | - | - | 105,950 |
| Transfers from ERF | 2,161,873 | - | - |
| **Total Revenue** | 2,233,920 | 154,069 | 876,658 |
| **Deduct** | | | |
| Other operating expenses | - | 33,565 | 1 |
| Transfers to own funds: | | | |
| Transfers to revenue | 25,000 | - | - |
| Transfers to capital | 805,760 | - | 2,084,314 |
| Transfers to reserve | 41 | - | - |
| **Total Expenses** | (830,801) | (33,565) | (2,084,315) |
| **Change in Fund Balance** | 1,403,119 | 120,504 | (1,207,657) |
| **Accumulated Surplus, end of year** | $ 7,507,320 | $ 150,241 | $ 6,368,658 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

*This page left intentionally blank.*

# Reserve Funds Fire Protection Capital Reserves
# Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | North Pender Island Fire Capital Reserve | Willis Point Fire & Recreation Capital Reserve | Shirley Fire Capital Reserve | East Sooke Fire Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 404,184 | $ 161,449 | $ 77,974 | $ 24,485 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 6,222 | 2,228 | 1,441 | 514 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 73,771 | 9,395 | 25,059 | 12,000 |
| Transfers from capital | 296 | - | 1,511 | - |
| Transfers from reserve | - | - | - | 20,000 |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 80,289 | 11,623 | 28,011 | 32,514 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | - | - | - | - |
| Transfers to capital | 60,028 | 23,981 | - | 14,000 |
| Transfers to ERF | 75,000 | - | - | - |
| **Total Expenses** | 135,028 | 23,981 | - | 14,000 |
| **Change in Fund Balance** | (54,739) | (12,358) | 28,011 | 18,514 |
| **Accumulated Surplus, end of year** | **$ 349,445** | **$ 149,091** | **$ 105,985** | **$ 42,999** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Fire Protection Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | North Galiano Fire Capital Reserve | Fire Protection Equipment Replacement Fund | Port Renfrew Fire Capital Reserve | Otter Point Fire Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 66,404 | $ 2,408,050 | $ 46,689 | $ 19,366 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 1,060 | 15,377 | 710 | 175 |
| Other revenues | - | 24,400 | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 5,090 | - | - | 48,321 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | 863,220 | - | - |
| **Total Revenue** | 6,150 | 902,997 | 710 | 48,496 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | - | 55,981 | - | - |
| Transfers to capital | - | 490,176 | - | 42,060 |
| Transfers to ERF | - | - | - | - |
| **Total Expenses** | - | 546,157 | - | (42,060) |
| **Change in Fund Balance** | 6,150 | 356,840 | 710 | 6,436 |
| **Accumulated Surplus, end of year** | **$ 72,554** | **$ 2,764,890** | **$ 47,399** | **$ 25,802** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protection General Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Southern Gulf Islands Emergency Capital Reserve | Salt Spring Island Emergency Capital Reserve | Family Court Building Capital Reserve | Protective General Equipment Replacement Fund |
|---|---|---|---|---|
| Opening balance | $ 248,354 | $ 41,934 | $ 222,801 | $ 2,009,577 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 3,871 | 638 | 4,414 | 13,697 |
| Other revenues | - | - | - | 11,500 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 9,600 | - | 95,242 | - |
| Transfers from ERF | - | - | - | 348,256 |
| **Total Revenue** | 13,471 | 638 | 99,656 | 373,453 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | - | - | - | 26,797 |
| **Total Expenses** | - | - | - | 26,797 |
| **Change in Fund Balance** | 13,471 | 638 | 99,656 | 346,656 |
| **Accumulated Surplus, end of year** | **$ 261,825** | **$ 42,572** | **$ 322,457** | **$ 2,356,233** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Transportation Capital Reserves
# Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Southern Gulf Islands Small Craft Harbour Capital Reserve | Salt Spring Island Harbours Capital Reserve | Salt Spring Island Transportation Capital Reserve | Salt Spring Island Transit Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 490,495 | $ 168,345 | $ 53,350 | $ 52,495 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 12,568 | 2,680 | 1,690 | 509 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 233,138 | 21,514 | 91,117 | 30,320 |
| **Total Revenue** | 245,706 | 24,194 | 92,807 | 30,829 |
| **Deduct** | | | | |
| Other operating expenses | (1,928) | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 552,000 | - | 42,765 | 40,000 |
| **Total Expenses** | 550,072 | - | 42,765 | 40,000 |
| **Change in Fund Balance** | (304,366) | 24,194 | 24,194 | (9,171) |
| **Accumulated Surplus, end of year** | **$ 186,129** | **$ 192,539** | **$ 103,392** | **$ 43,324** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Saturna Island Park Land Capital Reserve | Pender Island Park Land Capital Reserve | Saanich Peninsula Ice Arena Facility Capital Reserve | Regional Parks Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 3,196 | $ 36,164 | $ 3,468,534 | $ 10,511,571 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 48 | 550 | 53,470 | 180,477 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | - | 928,772 | 6,903,303 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 48 | 550 | 982,242 | 7,083,780 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | - | - | 542,427 | 4,679,428 |
| Transfers to reserve | - | - | - | - |
| **Total Expenses** | - | - | 542,427 | 4,679,428 |
| **Change in Fund Balance** | 48 | 550 | 439,815 | 2,404,352 |
| **Accumulated Surplus, end of year** | **$ 3,244** | **$ 36,714** | **$ 3,908,349** | **$ 12,915,923** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Sooke Community Park Capital Reserve | Salt Spring Island Park Land Acquisition Capital Reserve | Saturna Island Parks & Recreation Capital Reserve | Sooke and EA Recreation & Facilities Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 586,733 | $ 860,826 | $ 64,010 | $ 601,006 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 9,045 | 13,581 | 1,025 | 12,228 |
| Other revenues | - | 36,700 | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | - | 9,658 | 497,062 |
| Transfers from capital | 1,701 | - | - | - |
| Transfers from reserve | - | 1,391 | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 10,746 | 51,672 | 10,683 | 509,290 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | - | - | - | (214,200) |
| Transfers to reserve | - | - | - | - |
| **Total Expenses** | - | - | - | (214,200) |
| **Change in Fund Balance** | 10,746 | 51,672 | 10,683 | 723,490 |
| **Accumulated Surplus, end of year** | **$ 597,479** | **$ 912,498** | **$ 74,693** | **$ 1,324,496** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Pender Island Parks & Recreation Capital Reserve | Galiano Island Parks & Recreation Capital Reserve | Royal Theatre Capital Reserve | Salt Spring Island Parks & Recreation Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 321,175 | $ 73,807 | $ 1,042,318 | $ 339,794 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 5,060 | 873 | 14,121 | 5,358 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 57,729 | 21,184 | 380,000 | 140,062 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 62,789 | 22,057 | 394,121 | 145,420 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | 16,959 | 30,959 | 569,248 | 75,000 |
| Transfers to reserve | - | - | - | - |
| **Total Expenses** | 16,959 | 30,959 | 569,248 | 75,000 |
| **Change in Fund Balance** | 45,830 | (8,902) | (175,127) | 70,420 |
| **Accumulated Surplus, end of year** | **$ 367,005** | **$ 64,905** | **$ 867,191** | **$ 410,214** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Mayne Island Park Land Capital Reserve | Salt Spring Island Parks Capital Reserve | Salt Spring Island Parks Service Area Capital Reserve | McPherson Theatre Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 93,976 | $ 176,119 | $ 1,380 | $ 1,857,580 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 1,329 | 1,340 | 11 | 30,111 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 27,418 | 10,000 | - | 343,843 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 28,747 | 11,340 | 11 | 373,954 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | 12,260 | 110,000 | - | 21,082 |
| Transfers to reserve | - | - | 1,391 | - |
| **Total Expenses** | 12,260 | 110,000 | 1,391 | 21,082 |
| **Change in Fund Balance** | 16,487 | (98,660) | (1,380) | 352,872 |
| **Accumulated Surplus, end of year** | **$ 110,463** | **$ 77,459** | **$ -** | **$ 2,210,452** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Salt Spring Island Pool Facility Capital Reserve | Galiano Community Use Building Capital Reserve | Regional Parks Capital Reserve | SSI Library Building Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 228,346 | $ 72,083 | $ 1,087,386 | $ 63,136 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 2,296 | 1,111 | 16,548 | 801 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 66,819 | 6,562 | - | 17,161 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | 72 |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 69,115 | 7,673 | 16,548 | 18,034 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to capital | 200,000 | - | - | 16,500 |
| Transfers to reserve | - | - | - | - |
| **Total Expenses** | 200,000 | - | - | 16,500 |
| **Change in Fund Balance** | (130,885) | 7,673 | 16,548 | 1,534 |
| **Accumulated Surplus, end of year** | **$ 97,461** | **$ 79,756** | **$ 1,103,934** | **$ 64,670** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Recreation & Cultural Equipment Replacement Fund |
|---|---|
| Opening balance | $ 2,068,927 |
| **Add** | |
| Other revenue from own sources: | |
| Interest earnings | 14,245 |
| Other revenues | 32,410 |
| Transfers from own funds: | |
| Transfers from revenue | - |
| Transfers from capital | - |
| Transfers from reserve | - |
| Transfers from ERF | 893,499 |
| **Total Revenue** | 940,154 |
| **Deduct** | |
| Transfers to own funds: | |
| Transfers to capital | 536,652 |
| Transfers to reserve | - |
| **Total Expenses** | 536,652 |
| **Change in Fund Balance** | 403,502 |
| **Accumulated Surplus, end of year** | **$ 2,472,429** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | S.P.W.W.S. Sewer Debt Capital Reserve | Sidney Treatment Plant Capital Reserve | Maliview Estates Sewer Capital Reserve | Magic Lake Estates Sewer System Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 1,936,757 | $ 967,396 | $ 45,570 | $ 278,391 |
| **Add** | | | | |
| Government transfers | 200,283 | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 23,495 | 14,722 | 284 | 4,642 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 710,178 | - | 36,056 | 53,628 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 933,956 | 14,722 | 36,340 | 58,270 |
| **Deduct** | | | | |
| Other operating expenses | (5,794) | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 1,063,591 | - | 55,521 | 30,000 |
| Transfers to reserve | - | - | - | - |
| **Total Expenses** | 1,057,797 | - | 55,521 | 30,000 |
| **Change in Fund Balance** | (123,841) | 14,722 | (19,181) | 28,270 |
| **Accumulated Surplus, end of year** | **$ 1,812,916** | **$ 982,118** | **$ 26,389** | **$ 306,661** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Port Renfrew Sewer System Capital Reserve | Trunk Sewers & Sewage Disposal Facilities Capital Reserve | Northeast Trunk Sewer Capital Reserve | Ganges Sewer LSA Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 21,548 | $ 4,256,574 | $ 29,583 | $ 859,285 |
| **Add** | | | | |
| Government transfers | - | (3,144,347) | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 181 | 18,012 | - | 12,751 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 2,035 | - | - | 50,000 |
| Transfers from capital | 2,895 | - | - | (44,491) |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 5,111 | (3,126,335) | - | 107,242 |
| **Deduct** | | | | |
| Other operating expenses | - | 2 | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 19,047 | 128,718 | - | 101,902 |
| Transfers to reserve | - | - | 29,583 | - |
| **Total Expenses** | 19,047 | (128,716) | 29,583 | 101,902 |
| **Change in Fund Balance** | (13,936) | (2,997,619) | (29,583) | 5,340 |
| **Accumulated Surplus, end of year** | **$ 7,612** | **$ 1,258,955** | **$ -** | **$ 864,625** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Salt Spring Island Septage Capital Reserve | Sewer Equipment Replacement Fund | Core Area Wastewater Capital Reserve | Core Area Wastewater Debt Reserve |
|---|---|---|---|---|
| Opening balance | $ 143,416 | $ 5,109,042 | $ 2,776 | $ - |
| **Add** | | | | |
| Government transfers | - | - | - | - |
| Other revenue from own sources: | | | | |
| Interest earnings | 2,370 | 34,152 | 17,932 | 71,010 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 26,070 | - | 3,863,346 | 6,318,949 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | 29,583 | - |
| Transfers from ERF | - | 4,997,919 | - | - |
| **Total Revenue** | 28,440 | 5,032,071 | 3,910,861 | 6,389,959 |
| **Deduct** | | | | |
| Other operating expenses | - | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | - | 3,900,843 | - | - |
| Transfers to reserve | - | 305 | - | - |
| **Total Expenses** | - | 3,901,148 | - | - |
| **Change in Fund Balance** | 28,440 | 1,130,923 | 3,910,861 | 6,389,959 |
| **Accumulated Surplus, end of year** | **$ 171,856** | **$ 6,239,965** | **$ 3,913,637** | **$ 6,389,959** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Saanich Peninsula Water Supply Capital Reserve | Magic Lake Estates Water System Capital Reserve | Lyall Harbour/Boot Cove Water Service Capital Reserve | Port Renfrew Sewer & Water Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 7,688,717 | $ 816,280 | $ 23,490 | $ 76,878 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 106,889 | 14,485 | 466 | 1,257 |
| Other revenues | - | 592,842 | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 1,205,590 | 62,817 | - | 54 |
| Transfers from capital | - | - | - | 5,484 |
| Transfers from reserve | - | 5,491 | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 1,312,479 | 675,635 | 466 | 6,795 |
| **Deduct** | | | | |
| Other operating expenses | (12,999) | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 2,793,000 | 340,000 | - | 31,173 |
| **Total Expenses** | 2,780,001 | 340,000 | - | 31,173 |
| **Change in Fund Balance** | (1,467,522) | 335,635 | 466 | (24,378) |
| **Accumulated Surplus, end of year** | **$ 6,221,195** | **$ 1,151,915** | **$ 23,956** | **$ 52,500** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Cedars of Tuam Water Capital Reserve | Surfside Park Estates Water Capital Reserve | Skana Water Service Capital Reserve | Sticks Allison Water Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 16,367 | $ 49,087 | $ 82,024 | $ 10,542 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 237 | 857 | 874 | 102 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 1,560 | 15,000 | 6,486 | 3,401 |
| Transfers from capital | - | - | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 1,797 | 15,857 | 7,360 | 3,503 |
| **Deduct** | | | | |
| Other operating expenses | - | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 6,000 | (273) | 50,000 | 9,795 |
| **Total Expenses** | 6,000 | (273) | 50,000 | 9,795 |
| **Change in Fund Balance** | (4,203) | 16,130 | (42,640) | (6,292) |
| **Accumulated Surplus, end of year** | **$ 12,164** | **$ 65,217** | **$ 39,384** | **$ 4,250** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Beddis Water Capital Reserve | Fulford Water Capital Reserve | Wilderness Mountain Capital Reserve | Cedar Lane Water Capital Reserve |
|---|---|---|---|---|
| Opening balance | $ 14,544 | $ 73,402 | $ 50,130 | $ 74,434 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 377 | 1,195 | 721 | 783 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 9,845 | 21,000 | - | 2,170 |
| Transfers from capital | - | 9,902 | - | - |
| Transfers from reserve | - | - | - | - |
| Transfers from ERF | - | - | - | - |
| **Total Revenue** | 10,222 | 32,097 | 721 | 2,953 |
| **Deduct** | | | | |
| Other operating expenses | - | - | - | - |
| Transfers to own funds: | | | | |
| Transfers to capital | 984 | 20,000 | 3,500 | 35,000 |
| **Total Expenses** | 984 | 20,000 | 3,500 | 35,000 |
| **Change in Fund Balance** | 9,238 | 12,097 | (2,779) | (32,047) |
| **Accumulated Surplus, end of year** | **$ 23,782** | **$ 85,499** | **$ 47,351** | **$ 42,387** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Water Equipment Replacement Fund | Highland Fernwood Water Capital Reserve |
|---|---|---|
| Opening balance | $ 4,730,211 | $ 25,744 |
| **Add** | | |
| Other revenue from own sources: | | |
| Interest earnings | 31,604 | 2,135 |
| Other revenues | 38,185 | - |
| Transfers from own funds: | | |
| Transfers from revenue | - | 48,250 |
| Transfers from capital | - | - |
| Transfers from reserve | - | - |
| Transfers from ERF | 605,543 | - |
| **Total Revenue** | 675,332 | 50,385 |
| **Deduct** | | |
| Other operating expenses | - | - |
| Transfers to own funds: | | |
| Transfers to capital | 285,616 | 24,000 |
| **Total Expenses** | 285,616 | 24,000 |
| **Change in Fund Balance** | 389,716 | 26,385 |
| **Accumulated Surplus, end of year** | **$ 5,119,927** | **$ 52,129** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Environmental Health Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Solid Waste Capital Reserve | Port Renfrew Solid Waste Capital Reserve | Environmental Health Equipment Replacement Fund |
|---|---|---|---|
| Opening balance | $ 3,468,437 | $ 73,400 | $ 3,277,284 |
| **Add** | | | |
| Other revenue from own sources: | | | |
| Interest earnings | 58,095 | 860 | 20,160 |
| Transfers from own funds: | | | |
| Transfers from revenue | 6,735,230 | 4,000 | - |
| Transfers from ERF | - | - | 407 |
| **Total Revenue** | 6,793,325 | 4,860 | 20,567 |
| **Deduct** | | | |
| Transfers to own funds: | | | |
| Transfers to capital | 1,508,343 | 23,000 | 213,943 |
| Transfers to reserve | 22,538 | - | - |
| **Total Expenses** | 1,530,881 | 23,000 | 213,943 |
| **Change in Fund Balance** | 5,262,444 | (18,140) | (193,376) |
| **Accumulated Surplus, end of year** | **$ 8,730,881** | **$ 55,260** | **$ 3,083,908** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Electoral Area Elections Operating Reserve | Land Bank & Housing Operating Reserve |
|---|---|---|
| Opening balance | $ 76,873 | $ 99,447 |
| **Add** | | |
| Other revenue from own sources: | | |
| Interest earnings | 1,411 | 1,513 |
| Transfers from own funds: | | |
| Transfers from revenue | 25,034 | 105,393 |
| Transfers from reserve | 41 | - |
| **Total revenue** | 26,486 | 106,906 |
| **Deduct** | | |
| Other operating expenses | - | - |
| Transfers to revenue | - | - |
| Transfers to capital | - | - |
| Transfers to reserve | - | - |
| **Total expenses** | - | - |
| **Change in fund balance** | 26,486 | 106,906 |
| **Accumulated surplus, end of year** | **$ 103,359** | **$ 206,353** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | ES HQ Admin Operating Reserve |
|---|---|
| Opening balance | $ 44,071 |
| **Add** | |
| Other revenue from own sources: | |
| Interest earnings | 670 |
| Transfers from own funds: | |
| Transfers from revenue | - |
| Transfers from reserve | - |
| **Total revenue** | 670 |
| **Deduct** | |
| Other operating expenses | - |
| Transfers to revenue | - |
| Transfers to capital | - |
| Transfers to reserve | - |
| **Total expenses** | - |
| **Change in fund balance** | 670 |
| **Accumulated surplus, end of year** | **$ 44,741** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | ES Protection Operating Reserve | ES Engineering Operating Reserve | ES Water Quality Operating Reserve |
|---|---|---|---|
| Opening balance | $ 773,577 | $ 440,316 | $ 347,455 |
| **Add** | | | |
| Other revenue from own sources: | | | |
| Interest earnings | 11,772 | 6,701 | 4,885 |
| Transfers from own funds: | | | |
| Transfers from revenue | - | - | 153,945 |
| Transfers from reserve | - | - | - |
| **Total revenue** | 11,772 | 6,701 | 158,830 |
| **Deduct** | | | |
| Other operating expenses | - | - | - |
| Transfers to revenue | - | - | 108,000 |
| Transfers to capital | - | - | - |
| Transfers to reserve | - | - | - |
| **Total expenses** | - | - | 108,000 |
| **Change in fund balance** | 11,772 | 6,701 | 50,830 |
| **Accumulated surplus, end of year** | **$ 785,349** | **$ 447,017** | **$ 398,285** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | IW ES Ops Operating Reserve | Leg&Gen Operating Reserve | Facility Mgmt Operating Reserve | HQ Facility Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 965,190 | $ 1,152,089 | $ 91,684 | $ 55,752 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 14,689 | 17,533 | 1,395 | 848 |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | 1,252,406 | 13,198 | - |
| Transfers from reserve | - | 1,450,032 | - | - |
| **Total revenue** | 14,689 | 2,719,971 | 14,593 | 848 |
| **Deduct** | | | | |
| Other operating expenses | - | 553,800 | - | - |
| Transfers to revenue | - | 116,600 | - | - |
| Transfers to capital | - | 274,100 | - | - |
| Transfers to reserve | - | 700,000 | - | - |
| **Total expenses** | - | 1,644,500 | - | - |
| **Change in fund balance** | 14,689 | 1,075,471 | 14,593 | 848 |
| **Accumulated surplus, end of year** | **$ 979,879** | **$ 2,227,560** | **$ 106,277** | **$ 56,600** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | SGI EA Admin Operating Reserve |
|---|---|
| Opening balance | $ 47,981 |
| **Add** | |
| Other revenue from own sources: | |
| Interest earnings | 730 |
| Transfers from own funds: | |
| Transfers from revenue | 63,429 |
| Transfers from reserve | - |
| **Total revenue** | 64,159 |
| **Deduct** | |
| Other operating expenses | - |
| Transfers to revenue | 14,435 |
| Transfers to capital | - |
| Transfers to reserve | - |
| **Total expenses** | 14,435 |
| **Change in fund balance** | 49,724 |
| **Accumulated surplus, end of year** | **$ 97,705** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Animal Care Services Operating Reserve | Animal Care Legacy Operating Reserve | Electoral Area Soil Deposits & Removal Operating Reserve | Emergency Response 911 Projects Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 3,285 | $ 101 | $ 67,073 | $ 236,840 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 50 | 2 | 1,021 | 2,906 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 72,364 | 517,132 | 2,134 | - |
| **Total revenue** | 72,414 | 517,134 | 3,155 | 2,906 |
| **Deduct** | | | | |
| Transfers to revenue | - | - | - | 66,843 |
| **Total expenses** | - | - | - | 66,843 |
| **Change in fund balance** | 72,414 | 517,134 | 3,155 | (63,937) |
| **Accumulated surplus, end of year** | **$ 75,699** | **$ 517,235** | **$ 70,228** | **$ 172,903** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | HAZMAT Incident Response Operating Reserve | Noise Control Operating Reserve | Nuisance & Unsightly Premises Operating Reserve |
|---|---|---|---|
| Opening balance | $ 34,589 | $ 8,977 | $ 2,234 |
| **Add** | | | |
| Other revenue from own sources: | | | |
| Interest earnings | 527 | 137 | 34 |
| Transfers from own funds: | | | |
| Transfers from revenue | 71,328 | 6,340 | 9,425 |
| **Total revenue** | 71,855 | 6,477 | 9,459 |
| **Deduct** | | | |
| Transfers to revenue | - | - | - |
| **Total expenses** | - | - | - |
| **Change in fund balance** | 71,855 | 6,477 | 9,459 |
| **Accumulated surplus, end of year** | **$ 106,444** | **$ 15,454** | **$ 11,693** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | SGI Emergency Program Operating Reserve | SSI Emergency Program Operating Reserve | Regional Emergency Program Operating Reserve | Building Inspection Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 111,361 | $ 31,628 | $ 93,130 | $ 189,592 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 1,757 | 481 | 1,417 | 2,886 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 62,105 | 30,502 | - | 99,600 |
| **Total revenue** | 63,862 | 30,983 | 1,417 | 102,486 |
| **Deduct** | | | | |
| Transfers to revenue | - | - | 3,523 | - |
| **Total expenses** | - | - | 3,523 | - |
| **Change in fund balance** | 63,862 | 30,983 | (2,106) | 102,486 |
| **Accumulated surplus, end of year** | **$ 175,223** | **$ 62,611** | **$ 91,024** | **$ 292,078** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Emergency Planning Operating Reserve |
|---|---|
| Opening balance | $ 36,311 |
| **Add** | |
| Other revenue from own sources: | |
| Interest earnings | 553 |
| Transfers from own funds: | |
| Transfers from revenue | 24,575 |
| **Total revenue** | 25,128 |
| **Deduct** | |
| Transfers to revenue | - |
| **Total expenses** | - |
| **Change in fund balance** | 25,128 |
| **Accumulated surplus, end of year** | **$ 61,439** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Fire Protection Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Durrance Road Fire Operating Reserve | Electoral Area Fire Services Operating Reserve |
|---|---|---|
| Opening balance | $ 2,211 | $ 316,689 |
| **Add** | | |
| Other revenue from own sources: | | |
| Interest earnings | 36 | 4,096 |
| Transfers from own funds: | | |
| Transfers from revenue | 270 | 52,742 |
| **Total revenue** | 306 | 56,838 |
| **Deduct** | | |
| Transfers to revenue | - | 36,956 |
| **Total expenses** | - | 36,956 |
| **Change in fund balance** | 306 | 19,882 |
| **Accumulated surplus, end of year** | **$ 2,517** | **$ 336,571** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Planning & Development Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Climate Action & Adapt Operating Reserve | GIS Data Maintenance Operating Reserve | JDF Community Planning Operating Reserve | Regional Growth Strategy Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 53,001 | $ (1,231) | $ 255,059 | $ 1,420,679 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 1,002 | 353 | 3,730 | 21,620 |
| Other revenues | - | 225,394 | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 31,453 | 1,245 | 70,000 | 127,649 |
| **Total revenue** | 32,455 | 226,992 | 73,730 | 149,269 |
| **Deduct** | | | | |
| Other operating expenses | - | 225,394 | - | - |
| Transfers to own funds: | | | | |
| Transfers to revenue | - | - | 13,550 | - |
| **Total expenses** | - | 225,394 | 13,550 | - |
| **Change in fund balance** | 32,455 | 1,598 | 60,180 | 149,269 |
| **Accumulated surplus, end of year** | **$ 85,456** | **$ 367** | **$ 315,239** | **$ 1,569,948** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Planning & Development Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Regional Planning Services Operating Reserve | SSI Econ Develop Operating Reserve | SGI Econ Develop Operating Reserve |
|---|---|---|---|
| Opening balance | $ 2,026,801 | $ 30,181 | $ 1,516 |
| **Add** | | | |
| Other revenue from own sources: | | | |
| Interest earnings | 31,496 | 323 | 23 |
| Other revenues | - | - | - |
| Transfers from own funds: | | | |
| Transfers from revenue | 240,164 | 2,560 | 4,954 |
| **Total revenue** | 271,660 | 2,883 | 4,977 |
| **Deduct** | | | |
| Other operating expenses | - | - | - |
| Transfers to own funds: | | | |
| Transfers to revenue | - | 24,384 | - |
| **Total expenses** | - | 24,384 | - |
| **Change in fund balance** | 271,660 | (21,501) | 4,977 |
| **Accumulated surplus, end of year** | **$ 2,298,461** | **$ 8,680** | **$ 6,493** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Regional Parks Operating Reserve | Regional Parks Legacy Operating Reserve | Panorama Recreation Operating Reserve |
|---|---|---|---|
| Opening balance | $ 93,285 | $ 15,150 | $ 63,059 |
| **Add** | | | |
| Other revenue from own sources: | | | |
| Interest earnings | 1,419 | 235 | 959 |
| Other revenues | - | 500 | - |
| Transfers from own funds: | | | |
| Transfers from revenue | - | - | 248,687 |
| **Total revenue** | 1,419 | 735 | 249,646 |
| **Deduct** | | | |
| Transfers to revenue | - | - | - |
| **Total expenses** | - | - | - |
| **Change in fund balance** | 1,419 | 735 | 249,646 |
| **Accumulated surplus, end of year** | **$ 94,704** | **$ 15,885** | **$ 312,705** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Sooke & EA Rec Facilities Operating Reserve | Seaparc Legacy Operating Reserve | Arts and Culture Grants Operating Reserve | SSI Pool Park Land Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 21,570 | $ 1,931 | $ 269,535 | $ 40,000 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 329 | 29 | 4,102 | 550 |
| Other revenues | - | - | - | - |
| Transfers from own funds: | | | | |
| Transfers from revenue | 5,000 | - | 31,568 | - |
| **Total revenue** | 5,329 | 29 | 35,670 | 550 |
| **Deduct** | | | | |
| Transfers to revenue | - | - | - | 4,861 |
| **Total expenses** | - | - | - | 4,861 |
| **Change in fund balance** | 5,329 | 29 | 35,670 | (4,311) |
| **Accumulated surplus, end of year** | **$ 26,899** | **$ 1,960** | **$ 305,205** | **$ 35,689** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | SSI Community Recreation Operating Reserve |
|---|---|
| Opening balance | $ - |
| **Add** | |
| Other revenue from own sources: | |
| Interest earnings | - |
| Other revenues | - |
| Transfers from own funds: | |
| Transfers from revenue | 8,222 |
| **Total revenue** | 8,222 |
| **Deduct** | |
| Transfers to revenue | - |
| **Total expenses** | - |
| **Change in fund balance** | 8,222 |
| **Accumulated surplus, end of year** | **$ 8,222** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Operating Reserves
# Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | East Coast Interceptor Operating Reserve | LWMP Core & WS Operating Reserve | LWMP Onsite Operating Reserve | LWMP Peninsula Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 148,720 | $ 819,541 | $ 111,502 | $ 40,947 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | - | 13,429 | 3,247 | 707 |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | 153,311 | 214,260 | 12,978 |
| Transfers from reserve | - | - | - | - |
| **Total revenue** | - | 166,740 | 217,507 | 13,685 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | - | - | - | - |
| Transfers to reserve | 148,720 | - | - | - |
| **Total expenses** | 148,720 | - | - | - |
| **Change in fund balance** | (148,720) | 166,740 | 217,507 | 13,685 |
| **Accumulated surplus, end of year** | **$ -** | **$ 986,281** | **$ 329,009** | **$ 54,632** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Operating Reserves
# Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | North East Trunk Sewer Operating Reserve | North East Trunk #2 Operating Reserve | North West Trunk Sewer Operating Reserve | S.P.W.W.S. Sewer Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 1,348,852 | $ 453,529 | $ 1,121,229 | $ 517,714 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 3,163 | 1,063 | - | 8,447 |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | - | - | 4,603 |
| Transfers from reserve | - | - | - | 49,649 |
| **Total revenue** | 3,163 | 1,063 | - | 62,699 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | - | - | - | - |
| Transfers to reserve | 1,352,015 | 454,592 | 1,121,229 | - |
| **Total expenses** | 1,352,015 | 454,592 | 1,121,229 | - |
| **Change in fund balance** | (1,348,852) | (453,529) | (1,121,229) | 62,699 |
| **Accumulated surplus, end of year** | **$ -** | **$ -** | **$ -** | **$ 580,413** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Magic Lake Sewer Operating Reserve | SSI Septage Composting Operating Reserve | Maliview Sewer Operating Reserve | Ganges Sewer Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 44,740 | $ 14,850 | $ 6,848 | $ 38,495 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 825 | 253 | 234 | 1,180 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 13,260 | 3,720 | 22,000 | 68,172 |
| Transfers from reserve | - | - | - | - |
| **Total revenue** | 14,085 | 3,973 | 22,234 | 69,352 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | 25,000 | 6,348 | - | 34,244 |
| Transfers to reserve | - | - | - | - |
| **Total expenses** | 25,000 | 6,348 | - | 34,244 |
| **Change in fund balance** | (10,915) | (2,375) | 22,234 | 35,108 |
| **Accumulated surplus, end of year** | **$ 33,825** | **$ 12,475** | **$ 29,082** | **$ 73,603** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Port Renfrew Sewer Operating Reserve | Core Area Wastewater Operating Reserve |
|---|---|---|
| Opening balance | $ 21 | $ - |
| **Add** | | |
| Other revenue from own sources: | | |
| Interest earnings | 23 | 67,404 |
| Transfers from own funds: | | |
| Transfers from revenue | - | 2,218,828 |
| Transfers from reserve | 305 | 5,412,389 |
| **Total revenue** | 328 | 7,698,621 |
| **Deduct** | | |
| Transfers to own funds: | | |
| Transfers to revenue | - | - |
| Transfers to reserve | - | - |
| **Total expenses** | - | - |
| **Change in fund balance** | 328 | 7,698,621 |
| **Accumulated surplus, end of year** | **$ 349** | **$ 7,698,621** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Beddis Water Operating Reserve | Cedar Lane Water Operating Reserve | Fulford Water Operating Reserve | Highland/ Fernwood Water Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 15,284 | $ 26,328 | $ 18,256 | $ 2,818 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 278 | 435 | 358 | 256 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 4,190 | 3,200 | 7,400 | 19,710 |
| **Total revenue** | 4,468 | 3,635 | 7,758 | 19,966 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | 10,000 | 26,936 | 12,438 | - |
| **Total expenses** | 10,000 | 26,936 | 12,438 | - |
| **Change in fund balance** | (5,532) | (23,301) | (4,680) | 19,966 |
| **Accumulated surplus, end of year** | **$ 9,752** | **$ 3,027** | **$ 13,576** | **$ 22,784** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Lyall Harbour Boot Cove Operating Reserve | Magic Lake Estates Water Operating Reserve | Surfside Park Water Operating Reserve | Sticks Allison Water Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 7,592 | $ 118,424 | $ 27,842 | $ 2,326 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 223 | 1,910 | 446 | 100 |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | 10,000 | 2,000 | - |
| **Total revenue** | 223 | 11,910 | 2,446 | 100 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | 7,000 | 70,818 | 5,914 | 1,000 |
| **Total expenses** | 7,000 | 70,818 | 5,914 | 1,000 |
| **Change in fund balance** | (6,777) | (58,908) | (3,468) | (900) |
| **Accumulated surplus, end of year** | **$ 815** | **$ 59,516** | **$ 24,374** | **$ 1,426** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes .

# Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Skana Water Operating Reserve | Cedar of Tuam Water Operating Reserve | Wilderness Mt Water Operating Reserve | Port Renfrew Water Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 9,820 | $ 11,838 | $ 1,657 | $ 2,021 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 161 | 210 | 74 | 50 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 1,060 | 2,800 | 9,882 | 2,000 |
| **Total revenue** | 1,221 | 3,010 | 9,956 | 2,050 |
| **Deduct** | | | | |
| Transfers to own funds: | | | | |
| Transfers to revenue | 10,000 | 3,387 | - | - |
| **Total expenses** | 10,000 | 3,387 | - | - |
| **Change in fund balance** | (8,779) | (377) | 9,956 | 2,050 |
| **Accumulated surplus, end of year** | **$ 1,041** | **$ 11,461** | **$ 11,613** | **$ 4,071** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes .

# Reserve Funds Environmental Health Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Regional Source Control Operating Reserve | Saanich Peninsula Source Control Operating Reserve | Solid Waste Operating Reserve | Stormwater Quality Core Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 483,375 | $ 50,680 | $ 38,784,614 | $ 78,302 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 7,356 | 770 | 581,353 | 1,191 |
| Transfers from own funds: | | | | |
| Transfers from revenue | 25,047 | - | 3,360,721 | 112,019 |
| Transfers from reserve | - | - | - | - |
| **Total revenue** | 32,403 | 770 | 3,942,074 | 113,210 |
| **Deduct** | | | | |
| Transfers to revenue | - | 6,128 | - | - |
| Transfers to capital | - | - | 2,750,000 | - |
| **Total expenses** | - | 6,128 | 2,750,000 | - |
| **Change in fund balance** | 32,403 | (5,358) | 1,192,074 | 113,210 |
| **Accumulated surplus, end of year** | **$ 515,778** | **$ 45,322** | **$ 39,976,688** | **$ 191,512** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Reserve Funds Environmental Health Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | Stormwater Quality Sannich Pen Operating Reserve | Stormwater Quality SGI Operating Reserve | Stormwater Quality SSI Operating Reserve | Stormwater Quality Sooke Operating Reserve |
|---|---|---|---|---|
| Opening balance | $ 27,632 | $ 6,693 | $ 53,385 | $ 70,847 |
| **Add** | | | | |
| Other revenue from own sources: | | | | |
| Interest earnings | 421 | 146 | 813 | 897 |
| Transfers from own funds: | | | | |
| Transfers from revenue | - | - | - | - |
| Transfers from reserve | - | 6,696 | 3,027 | - |
| **Total revenue** | 421 | 6,842 | 3,840 | 897 |
| **Deduct** | | | | |
| Transfers to revenue | 2,952 | - | - | 28,194 |
| Transfers to capital | - | - | - | - |
| **Total expenses** | (2,952) | - | - | 28,194 |
| **Change in fund balance** | (2,531) | 6,842 | 3,840 | (27,297) |
| **Accumulated surplus, end of year** | **$ 25,101** | **$ 13,535** | **$ 57,225** | **$ 43,550** |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes .

# Reserve Funds Transportation Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

| | SSI Transit Operating Reserve | SSI Transportation Operating Reserve |
|---|---|---|
| Opening balance | $ 244,072 | $ 10,144 |
| **Add** | | |
| Other revenue from own sources: | | |
| Interest earnings | 4,234 | 203 |
| Transfers from own funds: | | |
| Transfers from revenue | 53,880 | 5,000 |
| **Total revenue** | 58,114 | 5,203 |
| **Deduct** | | |
| Transfers to own funds: | | |
| Transfers to revenue | - | 1,747 |
| **Total expenses** | - | 1,747 |
| **Change in fund balance** | 58,114 | 3,456 |
| **Accumulated surplus, end of year** | $ 302,186 | $ 13,600 |

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

# Schedule of Safe Restart Grant (Unaudited)

For the year ended December 31, 2021

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| Beginning Balance | | | $ 1,118,800 | | | $ - |
| Safe Restart Grant Received | | $ 575,000 | | | $ 1,421,000 | |
| Safe Restart Grant to be Allocated | | | $ 1,693,800 | | | $ 1,421,000 |
| **Eligible Costs by Service** | **Allocated** | **Spent** | **Remaining** | **Allocated** | **Spent** | **Remaining** |
| *Regional* | | | | | | |
| Corporate Emergency Service | 1,193,800 | 916,870 | 276,930 | 302,200 | 302,200 | - |
| | 1,193,800 | 916,870 | 276,930 | | | |
| *Juan de Fuca* | | | | | | |
| JDF Grants-in-Aid | 61,078 | 42,573 | 18,505 | - | - | - |
| JDF Planning | 8,750 | 8,750 | - | - | - | - |
| Willis Point Fire Protection | 7,220 | 5,301 | 1,919 | - | - | - |
| Otter Point Fire Department | 7,480 | 7,480 | - | - | - | - |
| East Sooke Fire Department | 7,200 | 5,367 | 1,833 | - | - | - |
| East Sooke Fire Department | 3,690 | 3,690 | - | - | - | - |
| Port Renfrew Fire Department | 8,260 | 8,260 | - | - | - | - |
| Shirley Fire Department | 7,200 | 7,200 | - | - | - | - |
| JDF Parks | 7,140 | 4,685 | 2,455 | - | - | - |
| JDF Community Recreation | 3,982 | 3,982 | - | - | - | - |
| | 122,000 | 97,288 | 24,712 | - | - | - |
| *SEAPARC* | | | | | | |
| SEAPARC | 1,000 | 1,000 | - | - | - | - |
| | 1,000 | 1,000 | - | | | |
| *Salt Spring Island* | | | | | | |
| SSI Administration | 11,800 | 3,718 | 8,082 | - | - | - |
| SSI Grants-in-Aid | 35,000 | - | 35,000 | - | - | - |
| SSI Economic Development | 10,000 | 10,000 | - | - | - | - |
| SSI Community Parks | 125,937 | 125,937 | - | - | - | - |
| SSI Parks and Recreation | 40,000 | 40,000 | - | - | - | - |
| SSI Parks and Recreation | 1,335 | 1,335 | - | - | - | - |
| SSI Park Land and Pool | 39,928 | 39,928 | - | - | - | - |
| | 264,000 | 220,918 | 43,082 | - | - | - |
| *Southern Gulf Islands* | | | | | | |
| SGI Grants-in-Aid | 113,000 | 113,000 | - | - | - | - |
| | 113,000 | 113,000 | - | - | - | - |
| **Total Eligible Costs** | 1,693,800 | 1,349,076 | 344,724 | 302,200 | 302,200 | - |
| Ending Balance, Unspent | | | $ 344,724 | | | $ 1,118,800 |
| **Ending Balance, Unallocated** | | | **$ -** | | | **$ 1,118,800** |

**Note to Schedule:**

The Province of British Columbia announced in September 2020 funding of up to $425 million for local government operations impacted by COVID-19. This funding is to support local governments as they deal with increased operating costs and lower revenue due to COVID-19. It will ensure local governments can continue to deliver the services people depend on in their communities. Eligible costs include:

a) addressing revenue shortfalls
b) facility reopening and operating costs
c) emergency planning and response costs
d) bylaw enforcement and protective services like fire protection and police
e) computer and other electronic technology costs
f) services for vulnerable persons
g) other related costs

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

| Capital Regional District

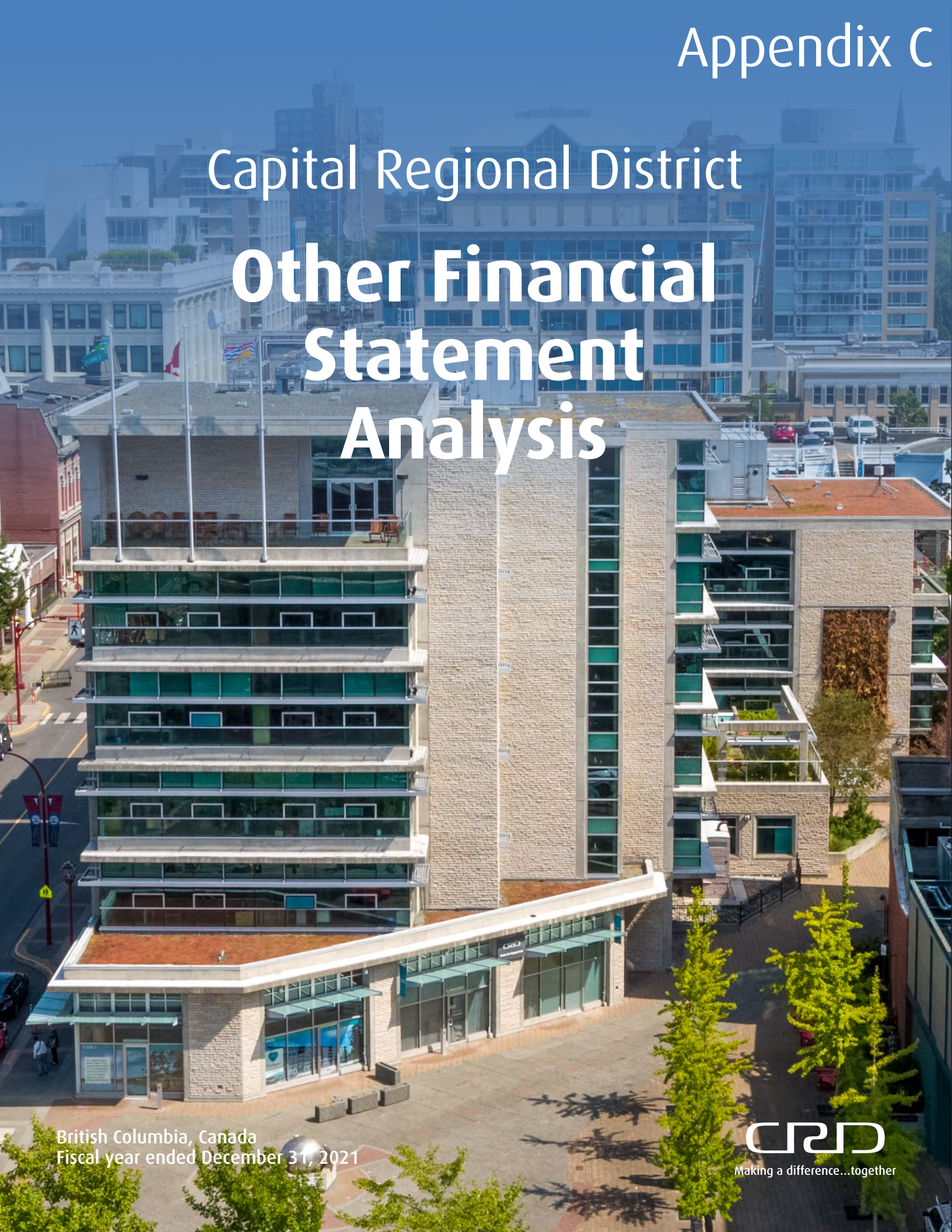
625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

www.crd.bc.ca
Twitter: @crd_bc
Facebook: Capital Regional District

Appendix C

# Capital Regional District

# Other Financial Statement Analysis



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

## Appendix C: Other Financial Statement Analysis

The audit has now been completed. The 2021 Audited Financial Statements have been prepared by management in accordance with Canadian Public Sector Accounting Board (PSAB) Standards. Under PSAB regulations, governments are required to present five statements with explanatory notes. The first two statements are summarized in the staff report. This appendix provides a summary of the remaining statements.

### 3. Consolidated Statement of Change in Net Debt

The Statement of Change in Net Debt reconciles current to prior year and informs the reader of change drivers. Included in this statement are expenditures that could be incurred in the year but not consumed during the period. Table 8 summarizes the primary drivers of changes in net debt for 2021:

**Table 8 – Change in Net Debt Year over Year ($ millions)**

| Description | 2021 | 2020 |
|---|---|---|
| Annual Surplus | 172.7 | 250.3 |
| Acquisition of Tangible Capital Assets | (240.3) | (260.5) |
| Contributed Tangible Capital Assets | (7.8) | (7.9) |
| Amortization of Tangible Capital Assets | 58.5 | 33.8 |
| Loss/Proceeds on Disposal of Tangible Capital Assets | 0.6 | 3.7 |
| Inventory and Prepaid Expenses | (0.8) | (0.8) |
| Net Remeasurement Gain/(Loss) | (1.6) | 1.5 |
| **Total Change in Net Debt** | **(18.7)** | **20.1** |
| Net Debt, Beginning of Year | (80.3) | (100.4) |
| **Net Debt, End of Year** | **($99.0)** | **($80.3)** |

Overall, the net debt position decreased by ($18.7) million, primarily due to an annual surplus of $172.7 million, the net impact of a $240.3 million increase in tangible capital assets, $7.8 million increase in contributed assets, less $58.5 million in amortization, and other minor expenses or gains incurred during the period not yet realized.

### 4. Consolidated Statement of Remeasurement Gains and Losses

As required by PSAB standards, investments are carried at fair value and result in remeasurement gains or losses annually. Gains or losses remain unrealized until they are disposed, at which point they are recognized through the Statement of Operations.

**Table 9 – Change in Remeasurement Gains and Losses Year over Year ($ millions)**

| Description | 2021 | 2020 |
|---|---|---|
| Accumulated Remeasurement, Beginning of Year | 0.6 | (0.9) |
| Net Remeasurement Gains (Losses) | (1.6) | 1.5 |
| **Accumulated Remeasurement, End of Year** | **($1.0)** | **$0.6** |

The $1.6 million net unrealized remeasurement loss for the year was a result of a decrease in market value of investments held in the MFA Short Term Bond and Fossil Fuel Free funds. The accumulated remeasurement loss at the end of 2021 is $1.0 million, down from the $0.6 million remeasurement gain at the end of 2020.

## 5. Consolidated Statement of Cash Flows

The Statement of Cash Flows reports the sources and uses of cash during the period, and provides information about capital, investing, and financing activities.

**Table 10 – Change in Cash and Cash Equivalents Year over Year ($ millions)**

| Description | 2021 | 2020 |
|---|---|---|
| Operating Activities | 127.8 | 281.4 |
| Capital Activities | (176.7) | (249.3) |
| Investing Activities | (29.4) | (70.0) |
| Financing Activities | 45.5 | 30.3 |
| **Net Change in Cash & Cash Equivalents** | **(32.8)** | **(7.6)** |
| Cash & Cash Equivalents, Beginning of Year | 176.9 | 184.5 |
| **Cash & Cash Equivalents, End of Year** | **$144.1** | **$176.9** |

Overall, the CRD's cash position decreased by $32.8 million in 2021.

Operating activities resulted in a net increase to cash but was lower than the prior year due to $86.1 million reduction in accounts payable relating to the payout of Wastewater Treatment Project (WTP) holdbacks and construction invoices, a $20.7 million increase accounts receivable due to WTP grants earned but not received by year end, and a $45.5 million decline in government transfers revenue relating to less WTP grants received during the year.

Cash outflows due to capital activities resulted in a decrease of $176.7 million due to significant capital additions in the year with $103.3 million relating to WTP additions.

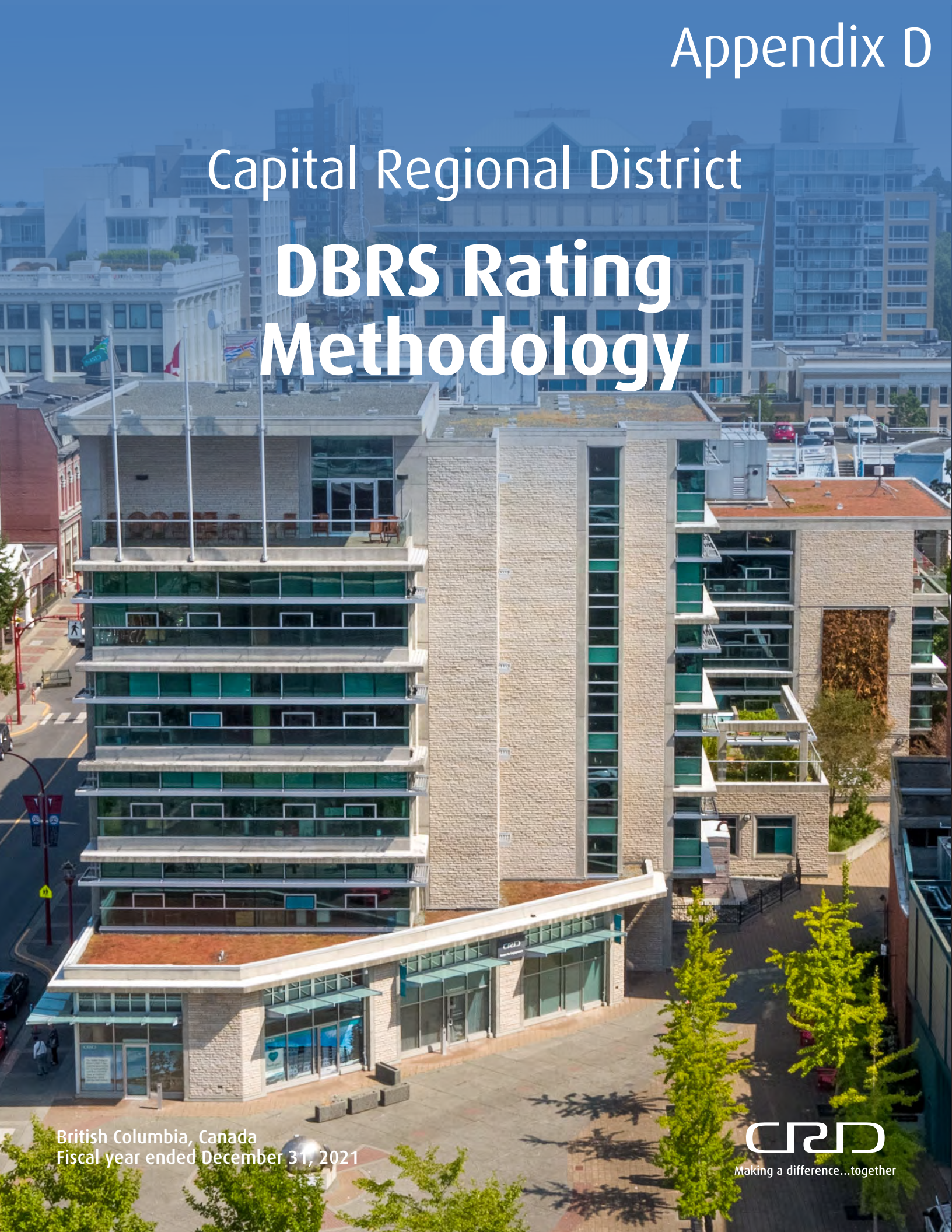
Investing activities resulted in cash outflows of $29.4 million due to contributions to the investment portfolio.

Financing (debt) activities resulted in an increase of $45.5 million to cash for the year as a result of substantial borrowing to fund capital additions.

Appendix D

# Capital Regional District

# DBRS Rating Methodology



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

MORNINGSTAR | DBRS

Methodology

# Rating Canadian Municipal Governments

**DBRS Morningstar**
May 2021

**Previous Release**
May 2020

**Contents**

1 Related Research
1 Scope and Limitations
1 Introduction to DBRS Morningstar Methodologies
2 Overview of the DBRS Morningstar Rating Process
3 Rating Canadian Municipalities—Overview
4 Critical Rating Factors
7 Discussion of Critical Rating Factors
9 Financial Risk Assessment Factors
10 General Considerations in Evaluating a Canadian Municipal Government's Credit Profile
12 Blending the CRFs and FRA into an Issuer Rating
12 Overlay Factors
13 Rating the Specific Instrument and Other Criteria
14 Appendix 1: DBRS Morningstar Adjustments to Reported Financial Figures
16 Appendix 2: Key Financial Ratios

Travis Shaw
Senior Vice President, Public Finance
+1 416 597-7582
travis.shaw@dbrsmorningstar.com

Brenda Lum
Managing Director, Real Estate & Public Finance
+1 416 597-7569
brenda.lum@dbrsmorningstar.com

Eric Beauchemin
Group Managing Director, Global Corporates
+1 416 597-7552
eric.beauchemin@dbrsmorningstar.com

## Related Research

DBRS Morningstar is a full-service credit rating agency established in 1976. Spanning North America, Europe, and Asia, DBRS Morningstar is respected for its independent, third-party evaluations of corporate and government issuers. DBRS Morningstar's extensive coverage of securitizations and structured finance transactions solidifies its standing as a leading provider of comprehensive, in-depth credit analysis.

All DBRS Morningstar ratings and research are available in hard-copy format and electronically on Bloomberg and at dbrsmorningstar.com, DBRS Morningstar's lead delivery tool for organized, web-based, up-to-the-minute information. DBRS Morningstar remains committed to continuously refining its expertise in the analysis of credit quality and is dedicated to maintaining objective and credible opinions within the global financial marketplace.

## Scope and Limitations

This methodology represents the current DBRS Morningstar approach for rating Canadian municipal governments. It includes consideration of historical and expected business and financial risk factors as well as sector-specific issues, regional nuances, and other subjective factors and intangible considerations. DBRS Morningstar's approach incorporates a combination of both quantitative and qualitative factors. This methodology provides guidance regarding the DBRS Morningstar methods used in the sector and should not be interpreted with formulaic inflexibility, but rather should be understood in the context of the dynamic environment in which it is intended to be applied. The methods described herein may not be applicable in all cases; the considerations outlined in DBRS Morningstar methodologies are not exhaustive and the relative importance of any specific consideration can vary by issuer. In certain cases, a major strength can compensate for a weakness and, conversely, a single weakness can override major strengths of the issuer in other areas.

## Introduction to DBRS Morningstar Methodologies

DBRS Morningstar publishes rating methodologies to give issuers and investors insight into the rationale behind DBRS Morningstar's rating opinions. In general terms, DBRS Morningstar ratings are opinions that reflect the creditworthiness of an issuer, a security, or an obligation. DBRS Morningstar ratings assess an issuer's ability to make timely payments on outstanding obligations (whether principal or interest), consistent with the terms of those obligations.

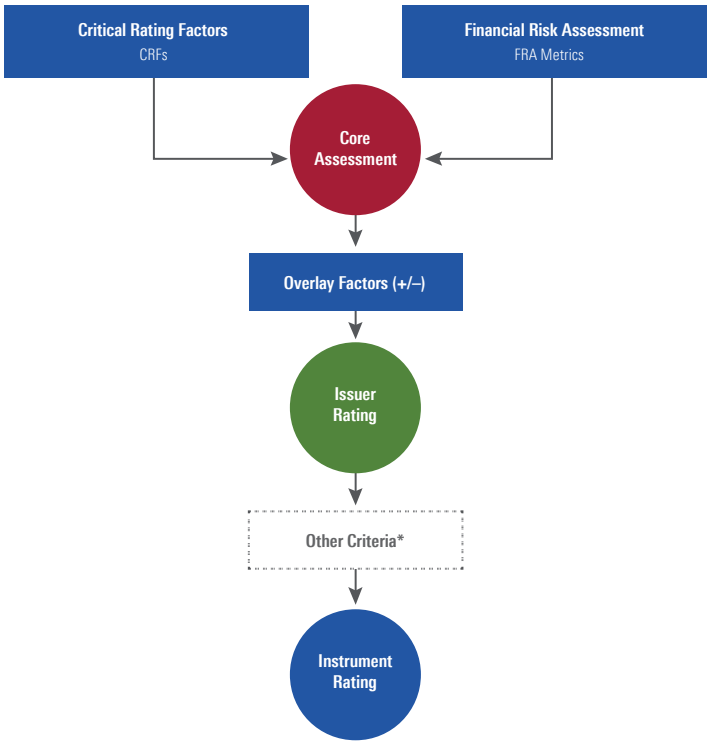
DBRS Morningstar operates with a stable rating philosophy; in other words, DBRS Morningstar strives to factor the impact of a cyclical economic environment into its ratings wherever possible, which minimizes rating changes caused by economic cycles. Rating revisions do occur, however, when more structural changes, either positive or negative, have occurred or appear likely to occur in the foreseeable future. DBRS Morningstar also publishes criteria, which are an important part of the rating process. Criteria typically cover areas that apply to more than one sector. Both methodologies and criteria are publicly available on DBRS Morningstar's website.

"DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings" is incorporated by reference into this methodology.

**Overview of the DBRS Morningstar Rating Process**

- As illustrated below, there are generally four key components to the DBRS Morningstar corporate rating process: (1) Critical Rating Factors (CRFs), (2) the Financial Risk Assessment (FRA), (3) overlay considerations, and (4) specific instrument considerations.
- The CRFs capture the major business risk aspects of the issuer and is determined by assessing each of the CRFs outlined in the industry-specific grid. The FRA pertains to financial soundness and is determined by assessing each of the FRA metrics. Throughout the FRA and CRF determination process, DBRS Morningstar performs a consistency check of these factors relative to the issuer's rated industry peers.
- The CRFs and FRA are then combined to derive the issuer's core assessment. For investment-grade credits, the CRFs will have greater weight than the FRA in determining the core assessment.
- The core assessment may then be adjusted up or down, as applicable, if any of the overlay factors is deemed applicable and material to the credit profile in order to arrive at the issuer rating, which represents DBRS Morningstar's assessment of the issuer's likelihood of default.
- The issuer rating is then used as the basis for specific instrument ratings, which may differ from the issuer rating due to seniority or, in the case of non-investment-grade issuers, expected recovery considerations. (See the Rating the Specific Instrument and Other Criteria section below.)

DBRS Morningstar Rating Analysis Process




* Depending on the instrument, "other criteria" may include *DBRS Morningstar Criteria: Recovery Ratings for Non-Investment Grade-Corporate Issuers* or *DBRS Morningstar Criteria: Preferred Share and Hybrid Security Criteria for Corporate Issuers*, for example. Please refer to the Rating the Specific Instrument and Other Criteria section below for a list of these criteria, as well as other criteria that may be applicable at any stage of the rating process.

## Rating Canadian Municipalities—Overview

- This methodology applies to Canadian municipalities rated by DBRS Morningstar. Large local governments generally have a stable revenue base owing to well-defined though limited taxing powers, a basket of responsibilities for the provision of customary public services, developed and diverse economic and taxable assessment bases, and relatively supportive senior governments, which lend support to their credit ratings.
- Nonetheless, economic disparities, varying approaches to fiscal and financial management, capital investment requirements, and debt levels are only a few of the considerations that lead to differing credit quality among major Canadian cities. Overall, large Canadian municipalities currently rank solidly in the investment-grade category.
- While municipalities benefit from their relationship with senior governments, municipal governments are primarily rated based on their own merits, and DBRS Morningstar does not assume any implicit senior government support.

## Critical Rating Factors

The table below presents the primary factors (and various subfactors) used by DBRS Morningstar in determining the overall critical rating assessment. Although they are important considerations in the determination of a municipality's rating, these factors only represent a portion of considerations factored into the assessment process, as explained throughout this methodology. While these CRFs are shown in general order of importance, depending upon a specific issuer's situation, this ranking can vary by issuer. The table is followed by a brief discussion of the characteristics of each factor.

**Exhibit 1** Critical Rating Factors

| | AAA | AA | A | BBB |
|---|---|---|---|---|
| **Economic Structure** | | | | |
| The economic structure of a municipality constitutes a key consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to deliver services and support its debt. This factor evaluates the municipality's economic diversification, volatility, growth potential, and propensity to create jobs and generate wealth. | | | | |
| **Economic Diversification and Volatility** | • The economy is viewed as highly dynamic and comprises a broad mix of industries, with no undue reliance on any single sector, which helps reduce volatility and cyclicality in GDP growth. | • The economy is viewed as dynamic and boasts a relatively diversified mix of industries but may be influenced by a few large industries, resulting in average volatility overall. | • The economy may be relatively small or reliant on seasonal industries, with a limited number of key industries accounting for a substantial portion of economic activity, resulting in above-average volatility. | • The economy is relatively small or located far from a major urban centre, with one seasonal or challenged industry accounting for a substantial portion of economic activity. |
| **Population and Taxable Assessment Growth** | • Population and taxable assessment growth have been consistently above the provincial average over the last five to ten years. | • Population and taxable assessment growth are sound and fairly consistent with the provincial average year over year. | • Population and/or taxable assessment growth has been steadily below the provincial average or inconsistent in recent years. | • Population is small and/or has been steadily declining in recent years. Assessment growth has been limited. |
| **Income and Wealth of Local Economy** | • Income and taxable assessment per capita are above average relative to comparable issuers. | • Income and taxable assessment per capita are consistent with other comparable issuers. | • Income and taxable assessment per capita may be below the average of comparable issuers. | • Income and taxable assessment per capita are markedly below the average of comparable issuers, indicative of lower wealth levels and income potential. |
| **Labour Market** | • The labour force is highly skilled, and unemployment is below average.<br>• The labour force is growing above the rate of population growth. | • The labour force is skilled, and unemployment is low and stable.<br>• The labour force is growing in line with average population growth. | • The job market is somewhat dynamic, although the unemployment rate may be somewhat above average.<br>• The labour force is growing below average population growth. | • The job market is less dynamic and is characterized by an unemployment rate that may be notably above the provincial average.<br>• The labour force is growing notably below average population growth or contracting. |
| **Fiscal Management** | | | | |
| The review of a municipality's fiscal management framework assesses the government's commitment to fiscal sustainability, volatility of fiscal performance, budget management and prudence, relative tax competitiveness, and the transparency, timeliness and quality of reporting. DBRS Morningstar evaluates municipal service responsibilities, revenue potential, expenditure management capacity, and the broader coherence of the strategies, policies, and political processes governing the allocation of public funds. | | | | |
| | **AAA** | **AA** | **A** | **BBB** |
| **Fiscal Sustainability and Performance** | • Fiscal sustainability is a core political and administrative priority, with minimal | • Fiscal sustainability is emphasized by the government, but reliance on | • Fiscal sustainability is an objective of the government, but reliance on one-time | • Fiscal sustainability is not emphasized by the government, and reliance on |

| | | | | |
|---|---|---|---|---|
| | reliance on one-time measures or sizable tax and fee increases to balance the budget.<br>• Volatile or uncertain revenue sources account for a negligible share of the operating budget (<2%).<br>• Consistent record of fiscal surpluses as measured by DBRS Morningstar. | one-time measures or sizable tax and fee increases may be exhibited periodically to balance the budget.<br>• Volatile or uncertain revenue sources account for a low share of the operating budget (<5%) but may be rising gradually. | measures or sizable tax and fee increases to balance the budget is more frequent.<br>• Volatile or uncertain revenue sources are moderate as a share of the operating budget (<10%) or are rising rapidly. | one-time measures to achieve budget balance is high.<br>• Volatile or uncertain revenue sources account for a material share of the operating budget (>10%) or are rising rapidly, and this poses greater risks to the budget framework. |
| | | • Fiscal results, as measured by DBRS Morningstar, generally maintain a balanced position year over year. | • Fiscal results, as measured by DBRS Morningstar, may exhibit greater volatility because of a lower ability to manage in-year budgetary pressures. | • Fiscal results exhibit greater volatility and weakness because of a lower ability to manage in-year budgetary pressures.<br>• Fiscal results, as measured by DBRS Morningstar, have generally been weaker and deficits more frequent. |
| **Budget Management and Prudence** | • Budgets are consistently balanced using very conservative assumptions and incorporating meaningful contingencies to help manage unforeseen events.<br>• Demonstrated ability to address unexpected adverse budget deviations to protect fiscal balance.<br>• Budget pressures are managed responsively through very tight expenditure controls or revenue-raising initiatives. | • Budget contingencies vary year to year, although assumptions are generally conservative.<br>• Demonstrated ability to address most unexpected adverse budget deviations to protect fiscal balance.<br>• Budget pressures are managed over time through generally prudent expenditure management or revenue-raising initiatives. | • Budget pressures tend to linger but are viewed as sustainable, although reliance on one-time funding and/or sizable tax increases to balance the budget is high.<br>• Budget assumptions are considered to be adequately prudent, although the use of contingencies may be limited.<br>• Reduced ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives. | • Budget pressures tend to linger and are viewed as potentially unsustainable, resulting in steady reliance on one-time funding and/or sizable tax increases to balance the budget.<br>• Budget assumptions are considered to be less prudent, resulting in more significant variances and use of contingencies.<br>• Limited ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives. |
| **Tax Competitiveness** | • Property taxes and user fees are low, providing ample room to raise taxes if necessary.<br>• Political willingness to raise taxes and fees to cover inflationary operating pressures and future capital investment needs. | • Property taxes and user fees are in line with peers, providing moderate flexibility to raise taxes.<br>• Political willingness to raise taxes and fees to cover inflationary operating pressures, but future capital investment needs may remain unfunded. | • Property tax and user-fee burdens may already be somewhat high, limiting the ability to further raise taxes and fees if needed.<br>• Limited political willingness to raise taxes and fees to cover either inflationary operating pressures or capital investment. | • Tax and user-fee burdens are high, and delinquencies are building up.<br>• Political resistance to raising taxes and fees to cover either inflationary operating pressures or capital investment. |
| **Transparency and Reporting** | • Fiscal management framework is very well developed and responsive, with detailed planning documents and clear presentation.<br>• Budget documents are clearly comparable to reported financial results. | • Fiscal management framework is well developed, with detailed planning documents.<br>• Budget documents are somewhat comparable to reported financial results.<br>• Transparency is good, and financial reporting is timely. | • The fiscal management framework is well developed, but some key planning documents or reports may lack details.<br>• Budget documents are somewhat comparable to reported financial results. | • The fiscal management framework lacks structure.<br>• Budget documents are not comparable with reported financial results.<br>• Transparency and timeliness of financial reporting are weaker, with only limited planning documents. |

| | | | | |
|---|---|---|---|---|
| | • Transparency and timeliness in financial reporting are exemplary. | | • Transparency and timeliness of financial reporting are considered adequate. | |

**Debt and Liquidity Management**

The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of debt and liquidity practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.

| | AAA | AA | A | BBB |
|---|---|---|---|---|
| **Capital Investment Outlook** | • Capital investment requirements for the foreseeable future are manageable and are not expected to pressure debt materially. | • Capital investment requirements may be sizable, but they are not expected to put excessive pressure on debt. | • Significant capital investment requirements have the potential to lead to significant increases in debt going forward, although management may have been successful at containing upward pressure in recent years. | • Large current and future capital needs are expected to lead to rising debt. |
| **Debt and Liquidity Management Practices** | • Debt and liquidity management practices are highly sophisticated and very conservative. | • Debt and liquidity management practices are sophisticated and conservative. | • Debt and liquidity management practices are conservative but may lack formality or sophistication relative to those of frequent borrowers. | • Debt and liquidity management practices are lacking structure and sophistication relative to those of frequent borrowers. |
| **Debt Structure and Maturity Profile** | • The debt structure is very prudent, with low refinancing risk, a smooth maturity profile, and minimal unhedged exposure to interest rate reset risk and foreign currency fluctuations. | • The debt structure is prudent but may at times entail sizable refinancing needs, an uneven maturity profile, or modest exposure to interest rate reset risk. | • The debt structure is prudent but may at times entail sizable refinancing due to an uneven maturity profile or moderate exposure to interest rate reset risk. | • The debt structure is less prudent and at times entails sizable refinancing due to an uneven maturity profile or more material exposure to interest rate reset risk. |
| **Pension and Benefits Liabilities** | • Unfunded pension and postemployment benefit liabilities, if any, are low and being addressed. | • Unfunded pension and postemployment benefit liabilities may be sizable but are being addressed. | • Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing. | • Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing, leading to pressure on operating results. |

**Relations with Senior Governments**

Relations with senior governments influence the rating of municipal governments, as municipalities receive substantial senior government funding for capital projects and the delivery of certain programs from provincial and federal sources, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by provincial and federal governments in areas such as revenue-generating powers and service responsibilities.

| | AAA | AA | A | BBB |
|---|---|---|---|---|
| **Municipal Legislative Framework** | • The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability.<br>• Adequate provincial monitoring is provided. | • The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability.<br>• Adequate provincial monitoring is provided. | • The legislative framework defining municipal responsibilities and revenue-generating powers is rigid and may lack the guidelines necessary to foster financial sustainability.<br>• Provincial monitoring is more limited. | • The legislative framework defining municipal responsibilities and revenue-generating powers is weak and lacks the guidelines necessary to foster financial sustainability.<br>• Provincial monitoring is potentially insufficient. |

| | | | | |
|---|---|---|---|---|
| **Senior Government Funding** | • Sizable and reliable funding support is provided by senior governments, particularly for major capital investments and social services. | • Senior government funding support is meaningful and relatively reliable but may display volatility depending on the economic and fiscal environment. | • Senior government funding support is somewhat less meaningful as a share of revenues and is less reliable and predictable.<br>• Funding displays greater volatility depending on the economic and fiscal environment. | • Senior government funding support is viewed as unreliable or inadequate, with a higher level of volatility depending on the economic and fiscal environment. |
| **Relations with Senior Governments** | • Co-operative relationship with senior governments and record of supportive tax and program policy objectives.<br>• Limited interference by senior governments in traditional areas of municipal responsibility. | • Reasonable level of co-operation with senior governments, although policy objectives may diverge in some areas.<br>• Some interference by senior governments in traditional areas of municipal responsibility. | • Less co-operative relationships with senior governments.<br>• Direct but infrequent interference by senior governments in traditional areas of municipal responsibility.<br>• History of downloading of service responsibilities with little accompanying fiscal support from senior governments. | • Contentious relationships with senior governments.<br>• Direct interference by senior governments in traditional areas of municipal responsibility.<br>• History of downloading of service responsibilities with no accompanying fiscal support from senior governments. |

## Discussion of Critical Rating Factors

### Economic Structure

- The economic structure of a municipality constitutes an important consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to fulfill its service responsibilities and support its debt.
- A large and diversified economy that is well integrated into the provincial transportation network will generally tend to experience more consistent growth in GDP, a steady population, and taxable assessment growth over the longer term, and it will display better labour market outcomes than smaller, more isolated commodity-based or seasonal municipal economies.
- In the analysis of a suburban commuter municipality highly reliant on a neighbouring urban municipality for employment, DBRS Morningstar may consider some of the larger city's economic fundamentals, provided the municipality being rated is strongly integrated into its larger neighbour and is likely to retain this relationship over time because of its proximity, competitive taxes, and/or considerable availability of land for development, among other factors.

### Fiscal Management

- DBRS Morningstar considers the political and administrative commitment to fiscal sustainability, as evidenced by public statements, strategy documents, political/administrative policies, processes, or commitments. Strategies employed to maintain fiscal balance are considered, with one-time measures, deferrals, reserve draws, or reliance on volatile or uncertain revenue sources (e.g., real estate/land transfer taxes) generally viewed as weaknesses in the municipal fiscal management framework. DBRS Morningstar analyzes the volatility of fiscal results, which provides an indication of the government's commitment to maintaining a sound fiscal position.

- DBRS Morningstar evaluates budget management practices and prudence, including the conservatism of assumptions contained within operating/capital budgets, the presence of budget contingencies, and other forms of flexibility to respond to in-year pressures. DBRS Morningstar compares recent years' fiscal results with original budget estimates, examining the frequency and extent of major budget deviations.
- The municipality's fiscal capacity and relative tax and user fee burden is considered in relation to peers locally and nationally, as well as the willingness of political and administrative leaders to respond to both operating and capital pressures considering available revenue tools and provincially mandated service responsibilities.
- DBRS Morningstar considers the timeliness, breadth, and transparency of municipal budgeting and financial reporting as an indicator of the quality of the municipal fiscal framework.

**Debt and Liquidity Management**

- The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of its debt and liquidity management practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.
- DBRS Morningstar examines current and projected levels of capital investments, as investment in physical infrastructure is the primary driver of borrowing needs based on provincial government prohibitions on debt for operating purposes.
- The government's financial management strategy, including the level of sophistication of its borrowing practices and overall debt structure, helps assess the potential volatility of debt-servicing requirements.
- DBRS Morningstar assesses the composition and maturity structure of the debt stock and its sensitivity to changes in interest and exchange rates (if applicable) and considers the full range of factors that could affect the debt burden and related servicing requirements to assess overall affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported and self-supported debt).
- Although pension and employee future benefit liabilities are not included in the calculation of tax-supported debt for municipal governments, they are considered in the analysis of debt affordability to the extent that they will drive future cash funding requirements.

**Relations with Senior Governments**

- While the creditworthiness of a Canadian municipality is primarily driven by the fundamentals of that municipality, relations with the provincial and federal government may also have an influence on the rating.
- Municipalities receive substantial senior government funding for capital projects and the delivery of certain programs, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by the provincial government for revenue-generating powers and service responsibilities. Given these linkages, a stronger provincial and federal government credit profile implies a higher level and consistency of funding support to municipal governments.
- Service responsibilities, revenue-generating powers, and all other determining features of the operating framework of municipalities are defined by provincial governments. As a result, the responsiveness of a provincial government to the realities faced by municipal governments, as well as the various constraints

or flexibilities provided through the legislated framework, may also have significant implications for the credit profile of municipalities, highlighting the importance of considering the dynamic between municipalities and their respective provincial governments.

- DBRS Morningstar considers the current state and history of intergovernmental relations between municipalities and senior governments. The degree of intergovernmental co-operation and policy alignment, including potential interference by senior governments in areas of traditional municipal responsibility or the downloading of services with or without accompanying fiscal support, can have implications for the municipal government's financial outlook.

## Financial Risk Assessment Factors

### Primary FRA Factors

- Recognizing that any analysis of financial metrics may be prone to misplaced precision, DBRS Morningstar has limited its matrix of the key metrics below to a small sample of critical ratios. For each of these ratios, DBRS Morningstar provides a range within which the issuer's financial risk would be considered as supportive for the rating category. However, the wide range of municipalities in existence throughout Canada, especially in terms of size, location, economic diversification, and wealth, makes any attempt at generalization challenging and potentially misleading. As such, the values provided below are for Canada's larger cities with populations exceeding 300,000, as their credit profiles are generally supported by diversified economies and sophisticated management frameworks.
- This rating methodology can be used for smaller municipalities, although unique strengths or weaknesses such as overreliance on a single industry or location in a shrinking, economically challenged region may distort the analysis and reduce the relevance of the guidelines significantly, requiring financial metrics considerably stronger than noted below for a rating category.
- Furthermore, the ratings in the matrix below should not be understood as the final rating for a large city with matching metrics. The final rating is a blend of both the operating risk and financial risk considerations in their entirety.
- DBRS Morningstar ratings are based heavily on future performance expectations, so while past metrics are important, any final rating will incorporate DBRS Morningstar's opinion on future metrics based on the best available projections and assumptions of a government's future debt burden.
- It is also not uncommon for a government's key ratios to move in and out of the ranges noted in the ratio matrix above. In the application of this matrix, DBRS Morningstar looks beyond the point-in-time ratio.

**Exhibit 2** Canadian Municipal Government Financial Risk Assessment Metrics

| Key Ratio | AAA | AA | A | BBB |
|---|---|---|---|---|
| Net tax-supported debt per capita ($)[1] | < 600 | 600 to 3,000 | 3,000 to 5,000 | > 5,000 |
| Net tax-supported debt as a percentage of taxable assessment (%) | < 0.5 | 0.5 to 2.0 | 2.0 to 6.0 | > 6.0 |
| Interest costs as a percentage of total revenues (%) | < 1.5 | 1.5 to 9.0 | 9.0 to 15.0 | > 15.0 |
| Net post–capital expenditure surplus (deficit) as a share of total revenues (five-year average; %) | > 5.0 | 5.0 to 0.0 | 0.0 to (5.0) | > (5.0) |

1 Refer to Appendix 1 for an explanation of DBRS Morningstar adjustments to reported financial figures. DBRS Morningstar notes that this metric is adjusted periodically.

## General Considerations in Evaluating a Canadian Municipal Government's Credit Profile

### Fiscal Balance

- Fiscal results are viewed by DBRS Morningstar as an indicator of management proficiency and commitment to fiscal sustainability. A municipal government's operating balance (operating revenues excluding capital revenues minus program expenditures excluding amortization expense) is an indicator of fiscal flexibility, while the net post–capital expenditures (capex) surplus (deficit) (operating balance minus net capex) better reflects overall fiscal sustainability and the potential financing requirements in each year.
- DBRS Morningstar notes that Canadian municipalities are required under legislation to balance their operating budgets, although capital investment and accounting consolidation may at times translate into sizable post-capex deficits and upward pressure on debt and tax rates.
- DBRS Morningstar views operating deficits negatively but will generally discount them if they are the result of nonrecurring events rather than a structural imbalance that the government shows little initiative in addressing. DBRS Morningstar refers to this practice as rating through the cycle.

### Revenues

- The primary source of revenue for municipal governments is residential, commercial, and industrial property taxation. Other sources include user fees for services such as water and waste management, senior government grants, and earnings from government enterprises.
- While property tax revenues are subject to seasonal fluctuations based on tax collection dates, these dynamics are well understood and accounted for by municipal governments. Because Canadian municipalities do not tax income or consumption, they generally benefit from a more stable revenue base than provincial governments, as property taxation is also generally insulated from economic and home price cyclicality.
- Emphasis is placed on the resilience of major revenue sources, reliance on provincial government transfers, and competitiveness of the city's tax rates relative to neighbouring jurisdictions. DBRS Morningstar considers overreliance on uncertain or volatile revenue sources (e.g., real estate transfer taxes) to be a weakness in the fiscal management framework.
- Constraints in revenue-generating powers such as legislated caps on certain property tax rates, political willingness to raise taxes, and structural weaknesses in the government's tax system are also considered, including the ability of municipal revenue tools to adequately address inflationary pressures such as salary and benefit escalation and long-term capital investment requirements.
- DBRS Morningstar may make certain adjustments to reported revenue figures to exclude nonrecurring items and ultimately better reflect the underlying fiscal situation of a municipality.

### Expenditures

- Municipal government expenditures are also generally predictable and considerably less exposed to demand pressures relative to provincial governments. They also follow patterns that do not vary significantly year to year.
- DBRS Morningstar distinguishes between three major types of expenditures: service and program expenses; capital investments and debt servicing, with an emphasis placed on identifying major trends; and actual and potential areas of pressures and sources of rigidities.

- In its analysis of program expenditures, DBRS Morningstar focuses on the government's primary service responsibilities and the relationship between key expenditure items and factors such as demographics and economic conditions to identify potential sources of fiscal volatility and pressure. Analysts review major program responsibilities established by the provincial government, focusing on the coherence and sustainability of programs and expected cost implications in relation to external revenue sources, if any, such as senior government grants.
- Capital investment accounts for a considerable portion of municipal spending. Municipal governments have some flexibility to manage and partially defer capital spending in the near term in response to both internal budget pressures and external factors, including variability in senior government capital funding. This has contributed to the buildup of significant deferred maintenance deficits in most large Canadian municipalities. However, over the long term, capital investment requirements represent the key driver of debt growth for municipal governments, which are only permitted to borrow for capital purposes.
- DBRS Morningstar considers the capital investment requirements faced by the municipality, including for the state of good repair of public infrastructure and for growth-related investments. This typically includes major public transit infrastructure, roadways and bridges, and municipal water and sewer systems. Financing methods and accounting rules for capital spending are also reviewed to understand the debt implications of projected capital needs.
- Debt servicing is the most rigid expenditure category and can constitute a meaningful portion of a government's budget. Thus the stability and trend of a municipality's debt servicing requirements are important considerations

**Balance Sheet and Financial Flexibility Considerations**

- The sustainability of a municipality's debt burden and balance sheet flexibility are central considerations in the determination of a credit rating. DBRS Morningstar examines current and projected levels of indebtedness and considers the full range of factors that could affect the debt burden and related servicing requirements.
- The primary focus is on tax-supported debt, which includes financial obligations for which taxpayers are directly accountable. This concept captures tax-supported debt directly issued by the municipality as well as the financial obligations of any other related tax-supported organization that is within municipal jurisdiction (e.g., transit authorities).
- Debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes. The tax-supported debt figure is compared with the municipality's taxable assessment base and on a per-capita basis to assess debt affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported debt.)
- Self-supporting debt, which is issued by or for commercial or potentially commercial municipal government enterprises or assets and serviced by a distinct revenue stream (e.g., electric utilities or water services), is analyzed separately by DBRS Morningstar for its affordability and is generally allocated a lesser weighting in the credit review. (See Appendix 1 for DBRS Morningstar's definition of self-supporting debt.)
- Because of the general stability and predictability of revenue and expenditures, liquidity is typically not a material source of concern for Canada's major municipalities, but DBRS Morningstar conducts an

assessment to identify potential liquidity vulnerabilities (see the Overlay Factors: Liquidity section for more information).

**Blending the CRFs and FRA into an Issuer Rating**

- The core assessment is a blend of the CRFs and FRA. In most cases, the CRFs will have greater weight than the FRA in determining the issuer rating.
- At the low end of the rating scale, however, particularly in the B range and below, the FRA and liquidity factors play a much larger role. The CRFs would, therefore, receive a lower weighting than it would at higher rating levels.
- In addition, DBRS Morningstar also takes into consideration the volatility of an issuer's FRA in arriving at the final rating. An issuer with more volatile credit metrics than its industry peers may be rated lower than it would otherwise be based on a blend of the CRFs and FRA. The lower rating reflects the higher risk, especially in a downturn, associated with the increased volatility.

**Overlay Factors**

**Liquidity**

- Given the stability and predictability of municipal government revenues and expenditures, combined with legislative requirements to balance operating budgets, liquidity is typically not a material source of concern for Canada's major municipalities.
- External financing requirements for capital investment and refinancing needs have the potential to create liquidity pressures, although DBRS Morningstar notes that Canadian municipalities generally benefit from (1) access to the lending programs of provincially created municipal finance agencies (Municipal Finance Authority of B.C., Infrastructure Ontario, Alberta Capital Finance Authority, etc.); (2) widespread of sinking funds to retire maturing bullet debentures, largely eliminating refinancing risk for many municipalities and resulting in significant pools of available liquidity; and (3) the ability to partially defer or curtail capital investment in the near term to preserve cash and reserves, which combine to further mitigate concerns with respect to liquidity.
- Nonetheless, similar to other rated sectors, DBRS Morningstar conducts a qualitative liquidity assessment based on four key liquidity determinants (i.e., liquid reserves, capex financing, refinancing needs (if any), and access to external financing) in order to identify potential vulnerabilities in an issuer's liquidity profile.
- Material deficiencies identified in the liquidity assessment may exert downward pressure on the rating.

**Ownership of Valuable Municipal Corporations**

- DBRS Morningstar considers material benefits generated by the municipal ownership of self-supporting corporations as fulfilling commercial mandates. Electricity-generating utilities are the most common type of valuable corporations owned by major Canadian municipalities. These entities often generate steady dividend streams that contribute positively to fiscal results and could be monetized, if needed, to significantly reduce debt. However, ownership of poorly performing corporations can represent a drain on municipal resources and potentially add to tax-supported debt obligations.

### ESG Considerations

- Environmental, Social, and Governance (ESG) factors may affect a credit rating and/or the related credit analysis. The impact of ESG factors may vary across industries, sectors, or asset classes and is described in the *DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings*. Where an ESG factor is material to a corporate rating, but is not otherwise addressed in a BRA/FRA factor or other overlay, DBRS Morningstar will reflect the impact of the ESG factor on the rating through this general ESG overlay.

### Rating the Specific Instrument and Other Criteria

- The issuer rating (which is an indicator of the probability of default of an issuer's debt) is the basis for rating specific instruments of an issuer, where applicable. DBRS Morningstar uses a hierarchy in rating long-term debt that affects issuers that have classes of debt that do not rank equally. In most cases, lower-ranking classes would receive a lower DBRS Morningstar rating. For more detail on this subject, please refer to the general rating information contained in DBRS Morningstar's *Credit Ratings Global Policy*.
- *In addition to this methodology, the following criteria may be used from time to time in determining a rating.*
- For a discussion of the relationship between short- and long-term ratings and more detail on liquidity factors, please refer to the DBRS Morningstar policy *Short-Term and Long-Term Rating Relationships* and *DBRS Morningstar Criteria: Commercial Paper Liquidity Support for Nonbank Issuers*.
- Guarantees and other types of support are discussed in *DBRS Morningstar Criteria: Guarantees and Other Forms of Support*.

# Appendix 1: DBRS Morningstar Adjustments to Reported Financial Figures

In certain circumstances, DBRS Morningstar may adjust the financial results reported by a municipal government in order to (1) allow for a better comparison among peers, (2) capture all material tax-supported debt, (3) exclude debt deemed to be self-supporting within the reporting entity, and/or (4) present fiscal results that are more reflective of the impact of government activities on indebtedness. The most frequent adjustments relate to the following areas:

1. **Net Tax-Supported Debt:** In an effort to capture the full extent of debt obligations to the account of taxpayers, DBRS Morningstar sums the debt of all activities and entities supported in a significant fashion by tax proceeds, such as public transit, road investments, and general municipal services and operations. Tax-supported debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes.

   Tax-supported debt includes direct debt and other long-term capital obligations such as capital leases or liabilities arising from public-private partnership (also known as Alternative Financing and Procurement) contracts if these obligations are materially supported by tax proceeds.

2. **Self-Supporting Debt:** DBRS Morningstar considers certain debt or long-term capital obligations as self-supporting and separate from the tax-supported debt burden. Debt or long-term capital obligations are considered self-supporting provided that the services or assets have commercial value and are operated on a commercially sustainable basis, are highly unlikely to require government support, and are mostly (if not entirely) supported by user fees, a rate base, a levy, or an otherwise distinct revenue stream (e.g., toll revenue) dedicated to servicing and repaying the associated debt or long-term capital obligation. DBRS Morningstar believes that these services or assets could potentially be monetized to repay the related debt obligations if the municipality faced serious financial stress. These activities may include municipal electricity generation and distribution, water treatment/distribution, and tolled transportation and transit infrastructure. Based on the proportion of the direct debt or long-term capital obligation that is serviced and repaid through a user fee, rate base, levy, or otherwise distinct revenue stream, DBRS Morningstar may, on a case-by-case basis, treat that proportion of the obligation as self-supporting.

   In addition, DBRS Morningstar may consider debt leveraged against long-term senior government grants (e.g., federal fuel tax grants) to be self-supported and may therefore exclude such debt from tax-supported debt calculations provided (A) the grants fully cover debt servicing requirements of the related debt, (B) the term of the debt does not exceed the useful life of the assets being funded, (C) the municipality discloses the value of such debt in its financial statements, and (D) the

commitment from the senior government is secured in legislation or by established government policies.

3. **Capex Treatment:** DBRS Morningstar converts capex from an amortization basis to a pay-as-you-go basis to get fiscal results that are more reflective of the full extent of municipal government spending and of external financing needs for a given year.

4. **Nonrecurring Items:** Fiscal results sometimes include extraordinary items that introduce distortions in results and hinder year-over-year comparisons of results. These may include asset sales performed to boost revenues and balance budgets in challenging fiscal times, restructuring costs, or write-offs of tax receivables. DBRS Morningstar attempts to remove all material nonrecurring items from reported results in order to better understand the underlying fiscal position of a municipality.

# Appendix 2: Key Financial Ratios

**Exhibit 3** Key Financial Ratios

| | |
|---|---|
| **Net Tax-Supported Debt Per Capita** | Net tax-supported debt<br>÷<br>Total population of the municipality (as reported in most recent census or population estimate)<br><br>Where, net tax-supported debt is gross market debt outstanding, less<br>• Self-supporting debt (see Appendix 1)<br>• Dedicated debt retirement/sinking funds and debt reserves<br>• Amounts recoverable from senior governments<br>• Municipal government holdings of its own debt obligations (outside of sinking funds) |
| **Net Tax-Supported Debt as a Percentage of Taxable Assessment** | Net tax-supported debt (see definition above)<br>÷<br>Total residential, commercial, industrial, and farm assessment value (as reported by the municipality or provincial government) |
| **Interest Costs as a Percentage of Total Revenues** | Interest charges on market debt outstanding (net of interest earned on sinking funds)<br>÷<br>Total revenues (net of interest earned on sinking funds) |
| **Net Post-Capex Surplus (Deficit) as a Share of Total Revenues (Five-Year Average)** | Operating surplus (deficit), net of amortization expenses<br>–<br>Net capex (gross capex, minus capital revenues (senior government grants and developer contributions))<br>÷<br>Total revenues |

**About DBRS Morningstar**

DBRS Morningstar is a full-service global credit ratings business with approximately 700 employees around the world. We're a market leader in Canada, and in multiple asset classes across the U.S. and Europe.

We rate more than 3,000 issuers and nearly 60,000 securities worldwide, providing independent credit ratings for financial institutions, corporate and sovereign entities, and structured finance products and instruments. Market innovators choose to work with us because of our agility, transparency, and tech-forward approach.

DBRS Morningstar is empowering investor success as the go-to source for independent credit ratings. And we are bringing transparency, responsiveness, and leading-edge technology to the industry.

That's why DBRS Morningstar is the next generation of credit ratings.

Learn more at dbrsmorningstar.com.




The DBRS Morningstar group of companies consists of DBRS, Inc. (Delaware, U.S.)(NRSRO, DRO affiliate); DBRS Limited (Ontario, Canada)(DRO, NRSRO affiliate); DBRS Ratings GmbH (Frankfurt, Germany)(EU CRA, NRSRO affiliate, DRO affiliate); and DBRS Ratings Limited (England and Wales)(UK CRA, NRSRO affiliate, DRO affiliate). For more information on regulatory registrations, recognitions and approvals of the DBRS Morningstar group of companies, please see: https://www.dbrsmorningstar.com/research/225752/highlights.pdf.

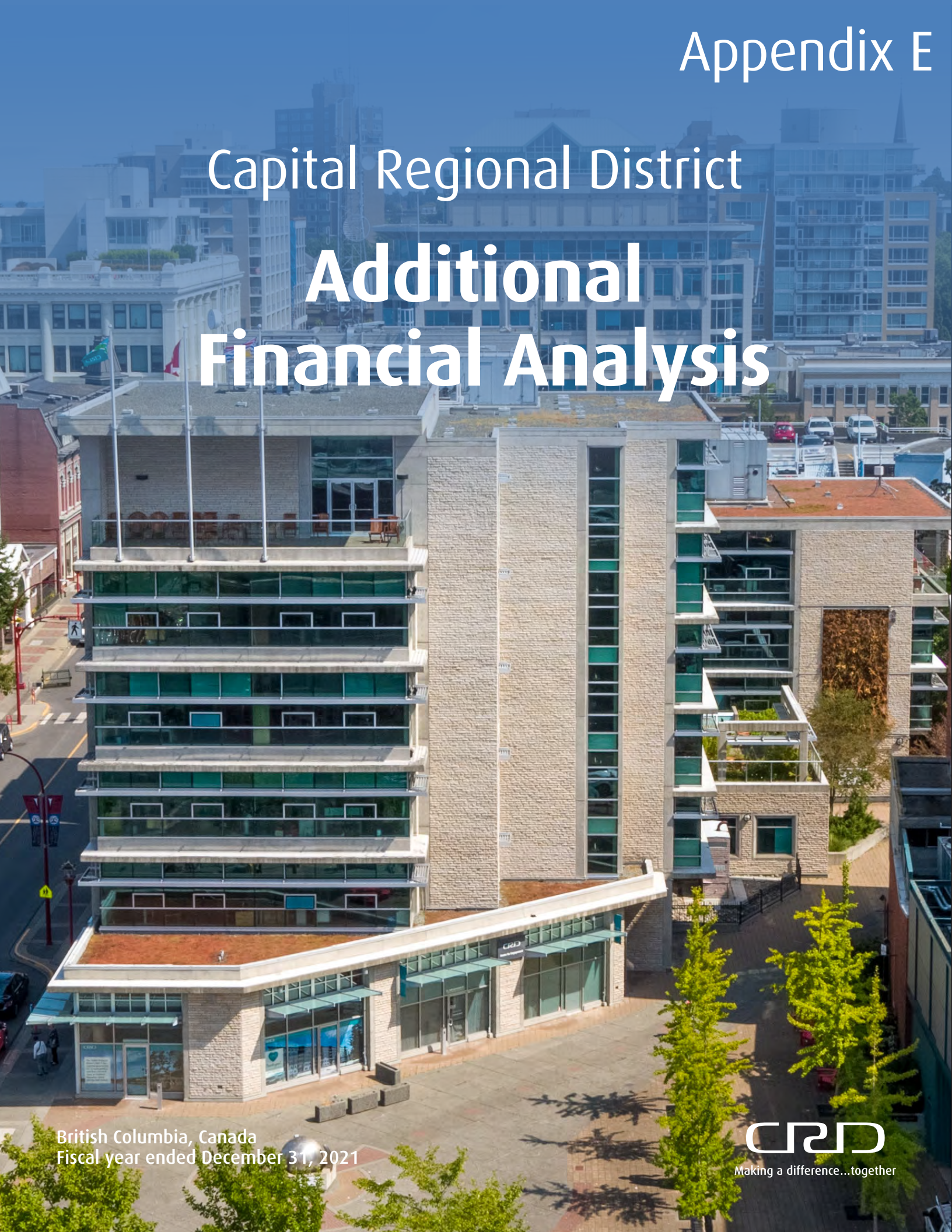
The DBRS Morningstar group of companies are wholly-owned subsidiaries of Morningstar, Inc.

© 2021 DBRS Morningstar. All Rights Reserved. The information upon which DBRS Morningstar ratings and other types of credit opinions and reports are based is obtained by DBRS Morningstar from sources DBRS Morningstar believes to be reliable. DBRS Morningstar does not audit the information it receives in connection with the analytical process, and it does not and cannot independently verify that information in every instance. The extent of any factual investigation or independent verification depends on facts and circumstances. DBRS Morningstar ratings, other types of credit opinions, reports and any other information provided by DBRS Morningstar are provided "as is" and without representation or warranty of any kind. DBRS Morningstar hereby disclaims any representation or warranty, express or implied, as to the accuracy, timeliness, completeness, merchantability, fitness for any particular purpose or non-infringement of any of such information. In no event shall DBRS Morningstar or its directors, officers, employees, independent contractors, agents and representatives (collectively, DBRS Morningstar Representatives) be liable (1) for any inaccuracy, delay, loss of data, interruption in service, error or omission or for any damages resulting therefrom, or (2) for any direct, indirect, incidental, special, compensatory or consequential damages arising from any use of ratings and rating reports or arising from any error (negligent or otherwise) or other circumstance or contingency within or outside the control of DBRS Morningstar or any DBRS Morningstar Representative, in connection with or related to obtaining, collecting, compiling, analyzing, interpreting, communicating, publishing or delivering any such information. No DBRS Morningstar entity is an investment advisor. DBRS Morningstar does not provide investment, financial or other advice. Ratings, other types of credit opinions, other analysis and research issued or published by DBRS Morningstar are, and must be construed solely as, statements of opinion and not statements of fact as to credit worthiness, investment, financial or other advice or recommendations to purchase, sell or hold any securities. A report with respect to a DBRS Morningstar rating or other credit opinion is neither a prospectus nor a substitute for the information assembled, verified and presented to investors by the issuer and its agents in connection with the sale of the securities. DBRS Morningstar may receive compensation for its ratings and other credit opinions from, among others, issuers, insurers, guarantors and/or underwriters of debt securities. DBRS Morningstar is not responsible for the content or operation of third party websites accessed through hypertext or other computer links and DBRS Morningstar shall have no liability to any person or entity for the use of such third party websites. This publication may not be reproduced, retransmitted or distributed in any form without the prior written consent of DBRS Morningstar. ALL DBRS MORNINGSTAR RATINGS AND OTHER TYPES OF CREDIT OPINIONS ARE SUBJECT TO DISCLAIMERS AND CERTAIN LIMITATIONS. PLEASE READ THESE DISCLAIMERS AND LIMITATIONS AT https://www.dbrsmorningstar.com/about/disclaimer. ADDITIONAL INFORMATION REGARDING DBRS MORNINGSTAR RATINGS AND OTHER TYPES OF CREDIT OPINIONS, INCLUDING DEFINITIONS, POLICIES AND METHODOLOGIES, ARE AVAILABLE ON https://www.dbrsmorningstar.com.

Appendix E

# Capital Regional District

# Additional Financial Analysis



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

# Table of Contents

Introduction ..... 3

Financial indicators of trends and performance:

Net tax-supported debt per capita ..... 4

Net tax-supported debt as a percentage of taxable assessment ..... 5

Interest costs as a percentage of total revenue ..... 6

Net post-capex surplus (deficit) as a share of total revenue ..... 7

Debt service costs as a percentage of total revenue ..... 8

Principal and interest as proportion of debt service costs ..... 9

Current ratio ..... 10

Contributions to reserves as a percentage of total reserve ..... 11

Total debt ..... 12

Tangible capital assets ..... 13

Capital investment versus amortization ..... 14

# Introduction

The financial performance of the organization is illustrated in the financial indicators contained in this appendix. These indicators should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes. These measures demonstrate a consistent, healthy financial position based on current operational needs, existing market conditions and debt servicing costs. The debt ratios using the Dominion Bond Rating Service (DRBS) rating methodology demonstrate the CRD is able to meet its obligations and is unlikely to be adversely affected by future events.

DBRS is Canada's largest and the world's fourth largest credit rating agency, respected for its independent, third-party evaluation of credit quality. They publish research whitepapers describing their methodology of rating Canadian municipal governments (Appendix D). Their methodology includes analyzing the economic environment within which the government operates, and assessing fiscal management by looking at revenue generation, program responsibilities and fiscal discipline, as well as at the coherence and appropriateness of the strategies, policies and processes governing the planning and allocation of public funds. Other critical rating factors include financial management in terms of debt and liquidity, and relations with senior governments.

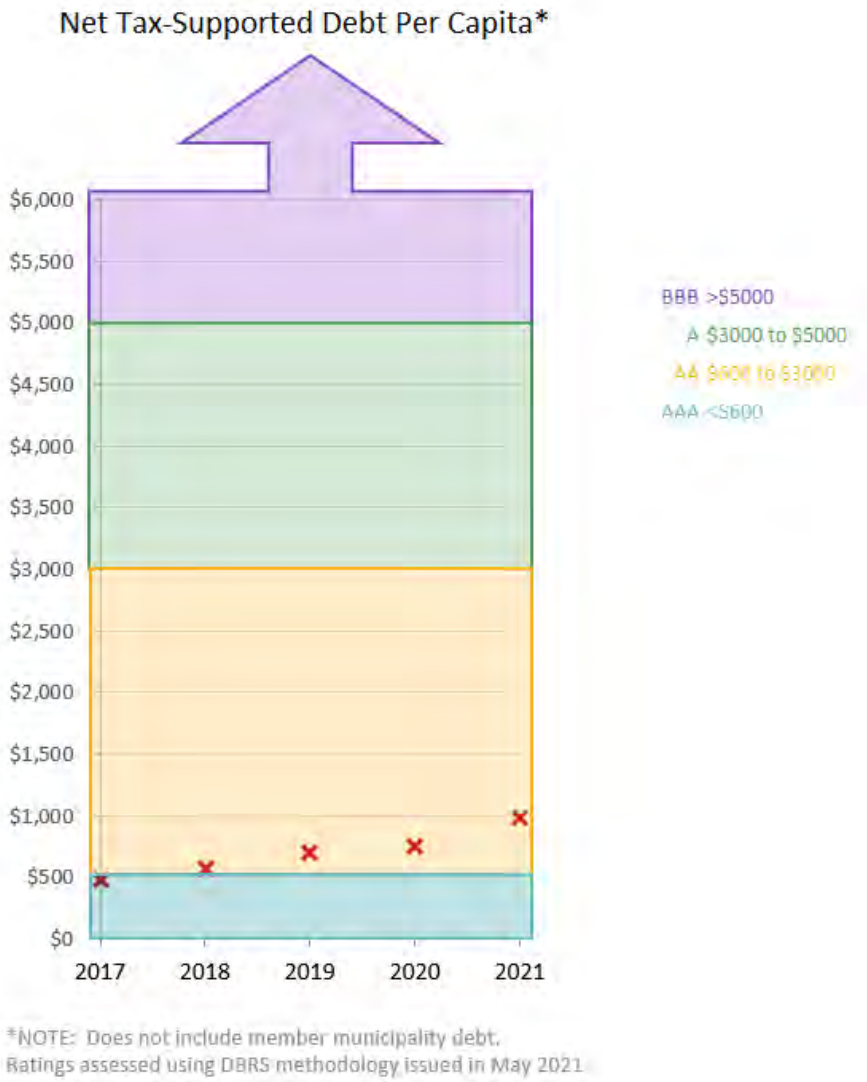
Although the final rating considers a blend of both operating risk and financial risk in their entirety, key ratios can provide a quick measure in assessing the government's financial strength— its ability to make timely payments on outstanding obligations (whether principal, interest, or other expenditures) with respect to the terms of the obligation. The following pages outline CRD key ratios.

The four ratings, from exceptional to adequate credit quality, are:

1. 'AAA' – The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events.
2. 'AA' – The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events.
3. 'A' – The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable.
4. 'BBB' – Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events.

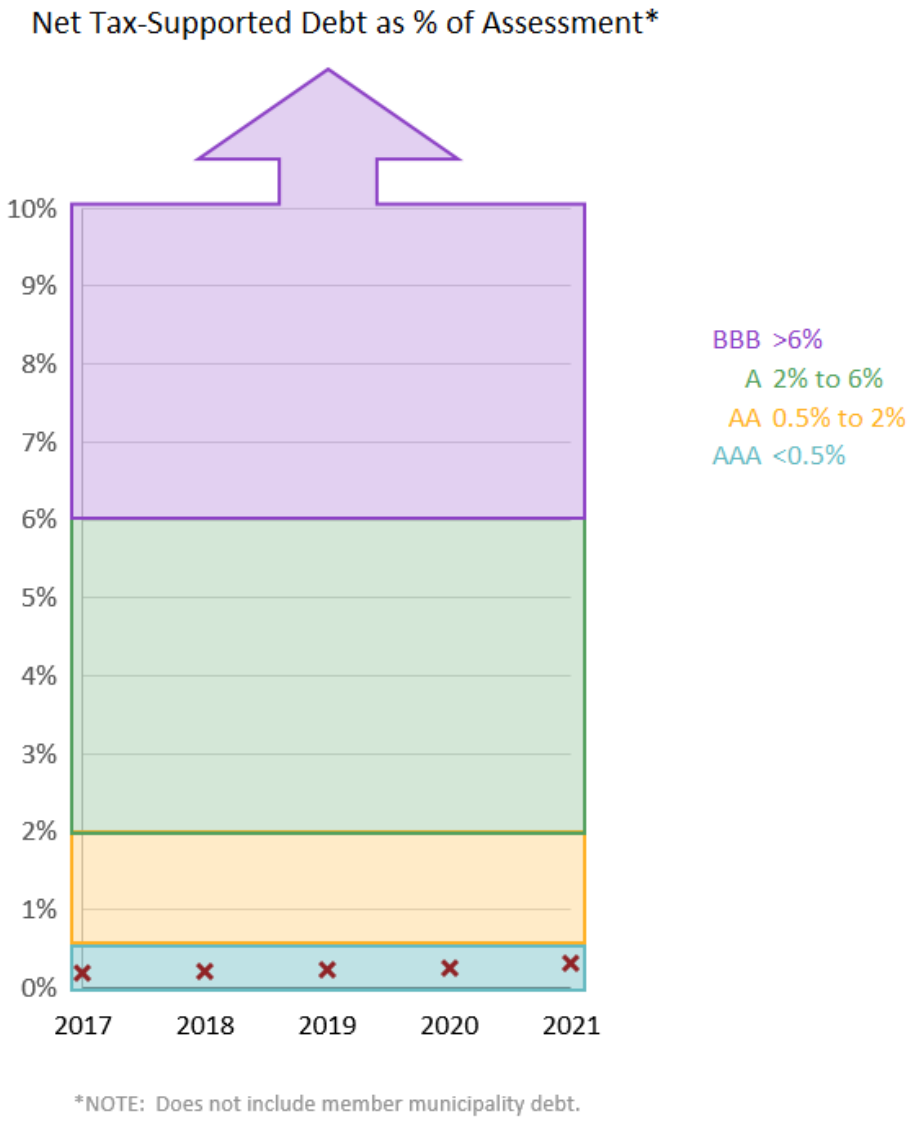
## 1) Net Tax- Supported Debt Per Capita

Tax-Supported Debt includes financial obligations for which taxpayers are directly accountable. Net Tax-Supported Debt per Capita is a measure of CRD's debt, excluding member municipality debt, expressed in terms of the amount attributable to each citizen under CRD's jurisdiction. This indicator is an important factor when analyzing CRD's ability to continue paying its debt service costs through current levels of tax revenue. In 2021, there was a $104 million net increase in borrowing. The net tax-supported debt per capita is $979 as at fiscal end 2021 ($750 – 2020), within the AA rating threshold of $600 to $3000. Decisions to fund investment through debt are managed through corporate guideline which considers ideal levels of reserve and debt based on asset life; aligning timing of cost recovery to timing of services benefit to community.



## 2) Net Tax-Supported Debt as a Percentage of Assessment

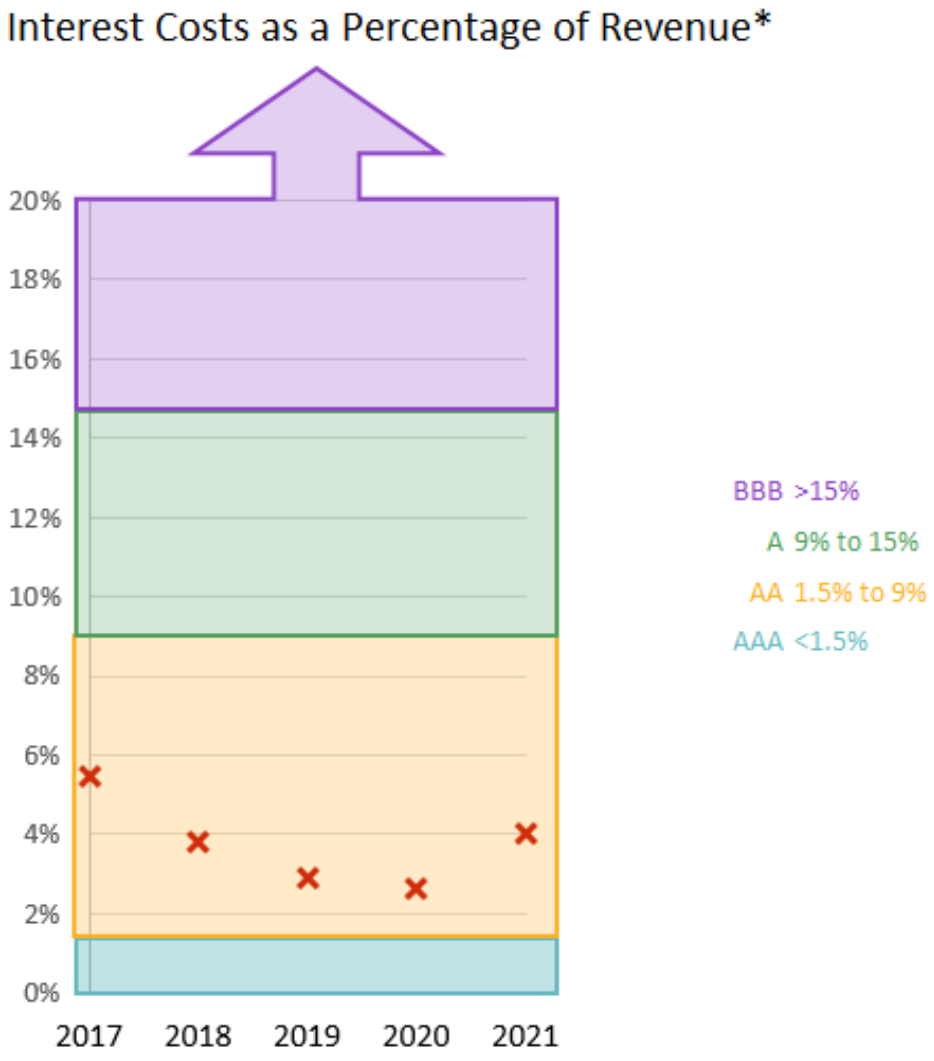
A second measure to assess debt affordability, this ratio takes the same net tax-supported debt as above and expresses it in terms of taxable assessment. This indicator is 0.32% in 2021 (0.25% - 2021), well within the AAA rating threshold of 0.5%.




*NOTE: Does not include member municipality debt.

## 3) Interest Costs / Total Revenue

This is the percentage of revenue committed to payment of interest on temporary and long-term debt (excluding municipal debt). A high percentage indicates greater use of revenues for servicing interest on outstanding debt, and less ability to adjust to unplanned events and changing circumstances. Interest as a percentage of total revenue was 4.0% in 2021 (2.62% - 2020), still within a AA rating. Interest expense increased by $4.7M largely driven by the Residuals Treatment Facility P3 agreement. The percentage of revenue committed to debt repayment is monitored through corporate guideline by service, limiting commitments to within performance indicator benchmarks.




*NOTE: does not include member municipality debt

## 4) Net Post-capex surplus (deficit) as a share of total revenues (5 year average)

The net post-capex surplus (deficit) (operating balance minus net capital expenditures) reflects overall fiscal sustainability in each year. Net Post-capex surplus as a share of total revenue, 5 year average, for 2017-2021 is (3.5%), resulting in an A rating. The decline in this ratio from 2020 is due to decline in grant revenue relating to WTP with substantial completion achieved in 2020.

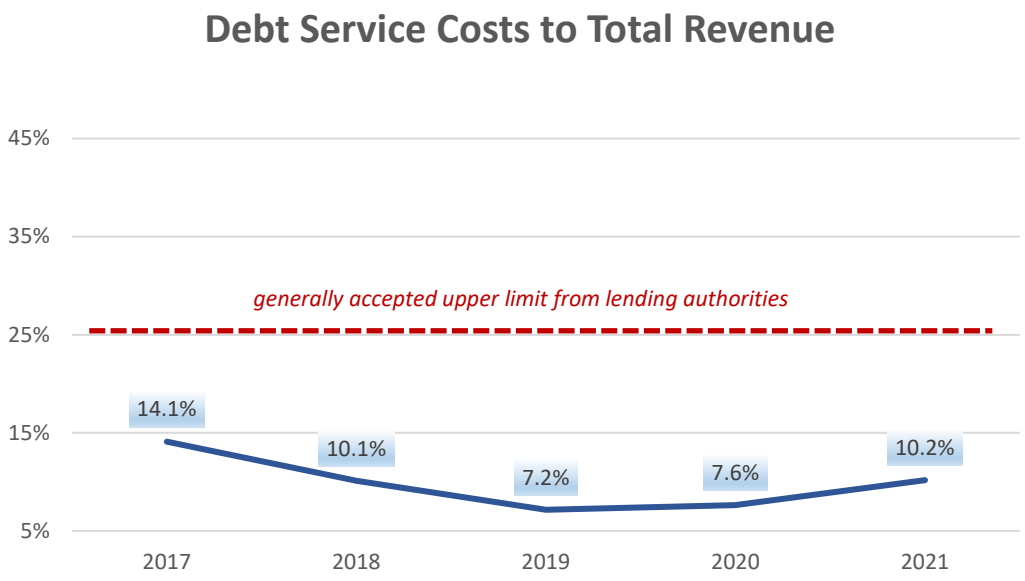
| | 2016-2020 Average | | 2017-2021 Average | |
|---|---|---|---|---|
| Surplus post-capex | 1,817,225 | **0.6%** | -12,132,122 | **-3.5%** |
| Total Revenue | 307,647,812 | | 344,722,440 | |
| | | **AA** | | **A** |

*NOTE: does not include member municipality debt

| | |
|---|---|
| BBB | > -5.0% |
| A | 0.0% to -5.0% |
| AA | 5.0% to 0.0% |
| AAA | >5.0% |

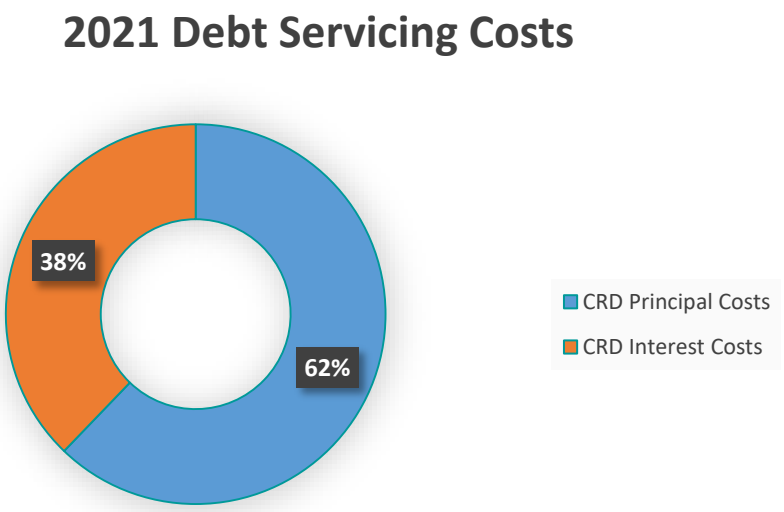
## 5) Debt Service Costs / Total Revenue

Related to indicator 3, this is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt, and less ability to adjust to unplanned events and changing circumstances. The CRD's average debt service cost (excluding municipal debt and normalized for WTP temporary financing transactions) to revenue for the last four years averages 9.7%, while the 2021 result is up to 10.2%. The increase in debt service cost over 2020 is due to $63 million in additional long-term debt related to the Residuals Treatment Facility P3 agreement.



## 6) Principal and Interest as Proportion of Debt Service Costs

Debt servicing costs for debt incurred, through MFA or otherwise, will at first be primarily interest, with a small amount of principal included. As debt moves closer to maturity, the principal portion of the payment will increase, and the interest portion will decrease. This is due to the interest charge being calculated off the present outstanding balance of the debt, which decreases as more principal is repaid. The smaller the debt principal, the less interest is charged. In 2021, CRD's debt servicing costs (excluding municipal and WTP debt) show more principal repayment than interest when compared to 2020 (65% principal costs).



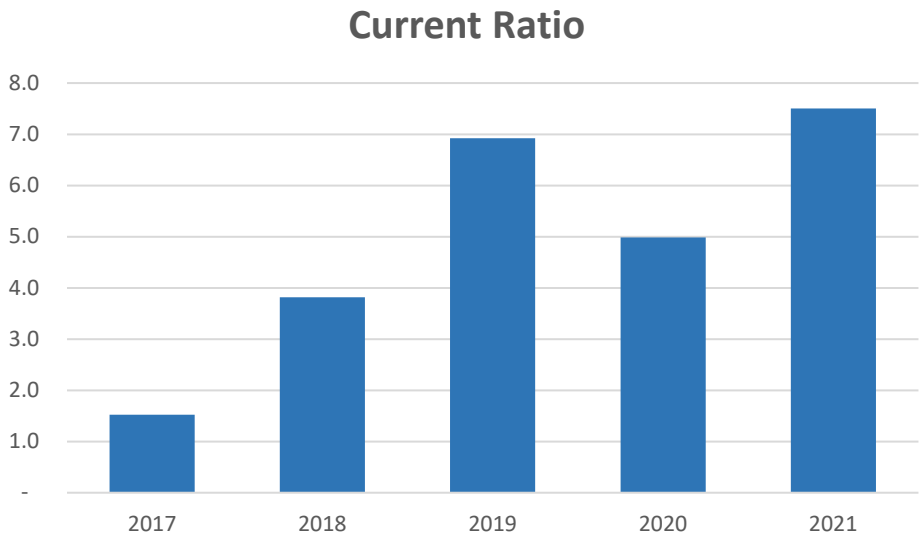
## 7) Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning CRD's ability to meet current obligations (accounts payable) through current assets (cash and accounts receivable) of the organization. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. The current ratio has increased to 7.5 for 2021 (adjusted to exclude balances for WTP) which was primarily driven by funding held on deposit at year end. Generally, a current ratio greater than one is considered healthy for a government entity.

(in 000s)

| | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual |
|---|---|---|---|---|---|
| Current Assets | 45,350 **1.5 : 1** | 88,199 **3.8 : 1** | 201,762 **6.9 : 1** | 194,953 **5.0 : 1** | 163,459 **7.5 : 1** |
| Current Liabilities | 29,744 | 23,126 | 29,150 | 39,114 | 21,788 |

*Actual excludes WTP

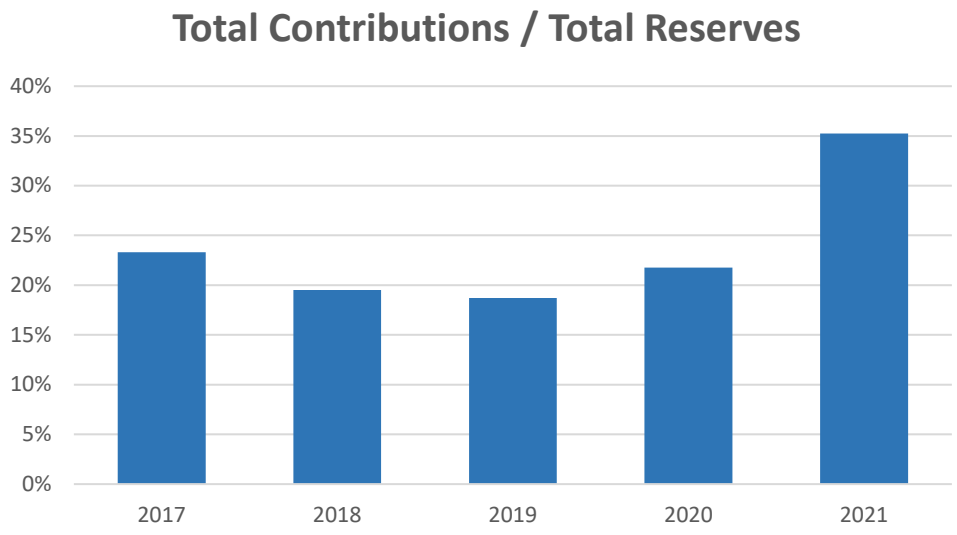


## 8) Contributions to Reserves / Total Reserves

The following graph shows the percentage of total reserve contributions to total reserve balances. For the last four years, the CRD has been contributing an average of 20.8% per year to reserves. The CRD continues to contribute to reserves in order to sustain the existing infrastructure, maintain consistent debt servicing levels, and leverage grant funding.

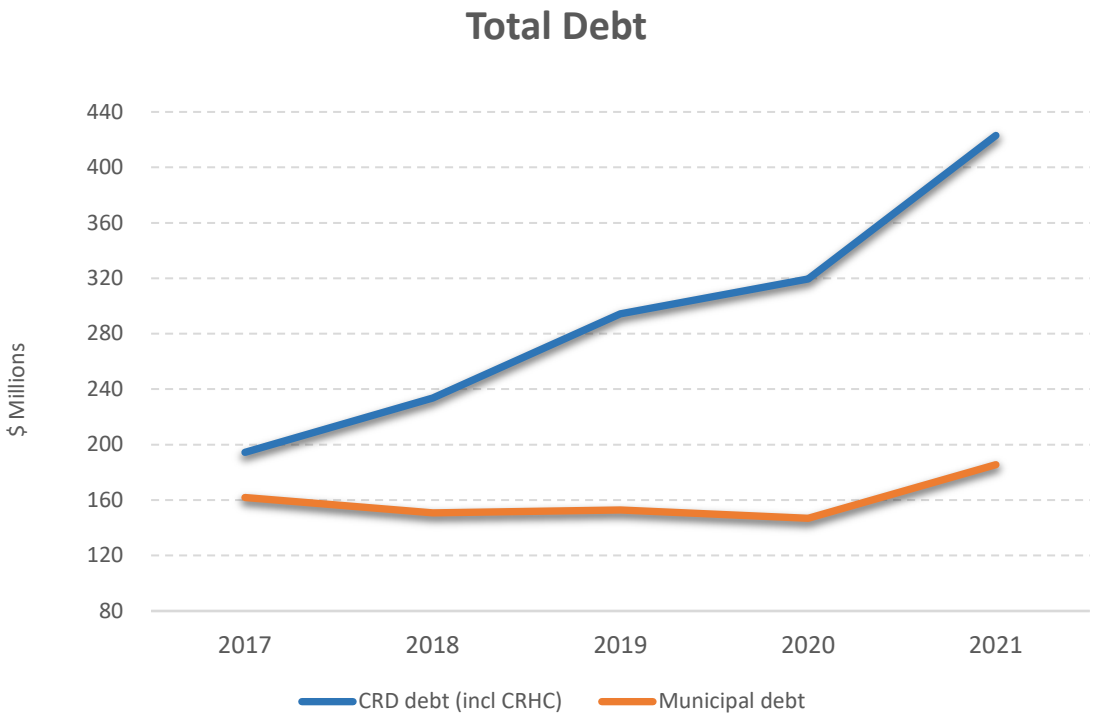
(in 000s)

| | 2017 Actual | | 2018 Actual | | 2019 Actual | | 2020 Actual | | 2021 Actual | |
|---|---|---|---|---|---|---|---|---|---|---|
| Reserve Contributions | 27,995 | **23.3%** | 26,145 | **19.5%** | 25,789 | **18.7%** | 30,785 | **21.8%** | 60,008 | **35.2%** |
| Total Reserves | 120,179 | | 134,029 | | 137,814 | | 141,413 | | 170,334 | |



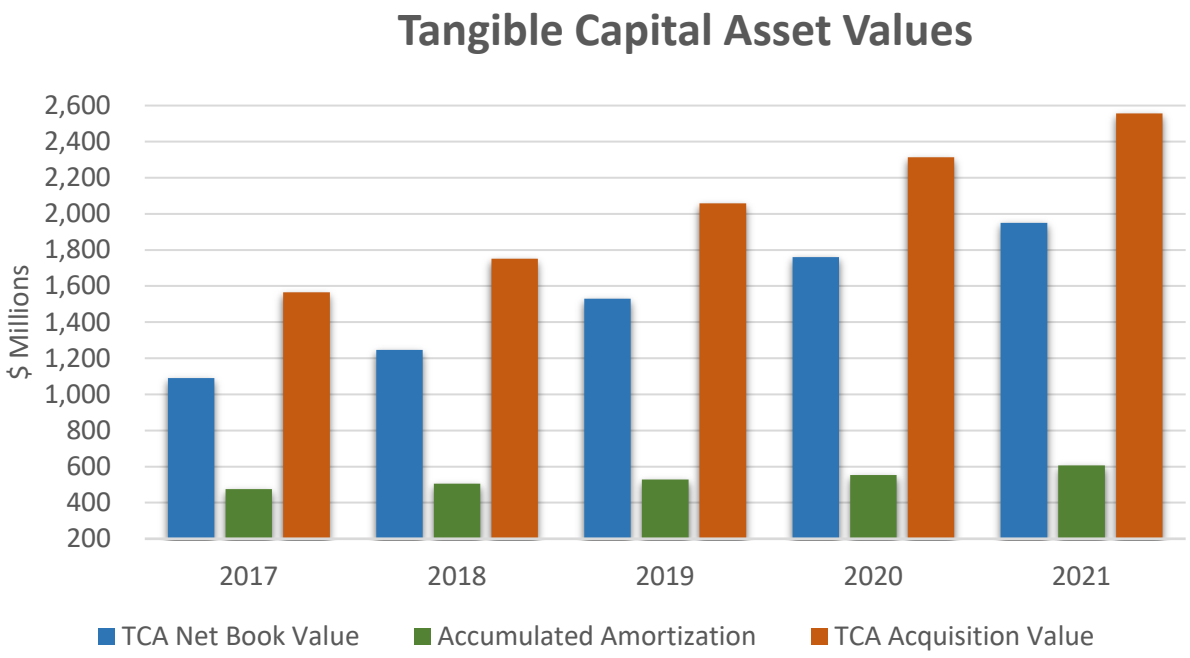
## 9) Total Debt

The CRD borrows long and short-term debt predominantly through the MFA that pools the borrowing and investment needs of BC communities to offer better rates of borrowing. In addition to debt incurred directly, the CRD also incurs long-term debt on behalf of its member municipalities and select other parties such as the Vancouver Island Regional Library. The additional debt servicing costs are offset by corresponding receivables from municipalities. In 2021, there was a $104 million net increase in borrowing.



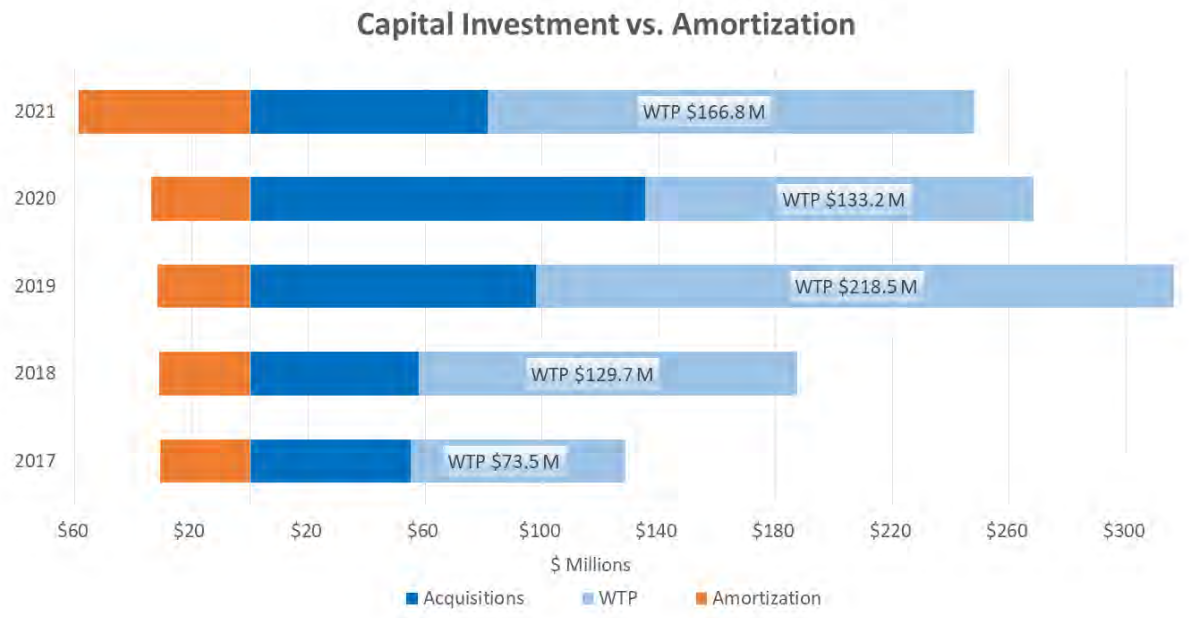
## 10) Tangible Capital Assets

CRD's tangible capital assets include land, engineering structures, buildings, equipment, and vehicles. Where assets have an anticipated useful life of more than one year, the practice is to amortize or allocate part of the asset's expense each year through its useful life, instead of expensing the entire cost in the year the asset was purchased. Net book value is an approximation of the remaining value of the assets that CRD uses in the provision of services. At the end of 2021, CRD has acquired a total $2.56 billion in assets. After accumulated amortization, CRD is left with assets totaling a net book value of $1.95 billion.



## 11) Capital Investment vs. Amortization

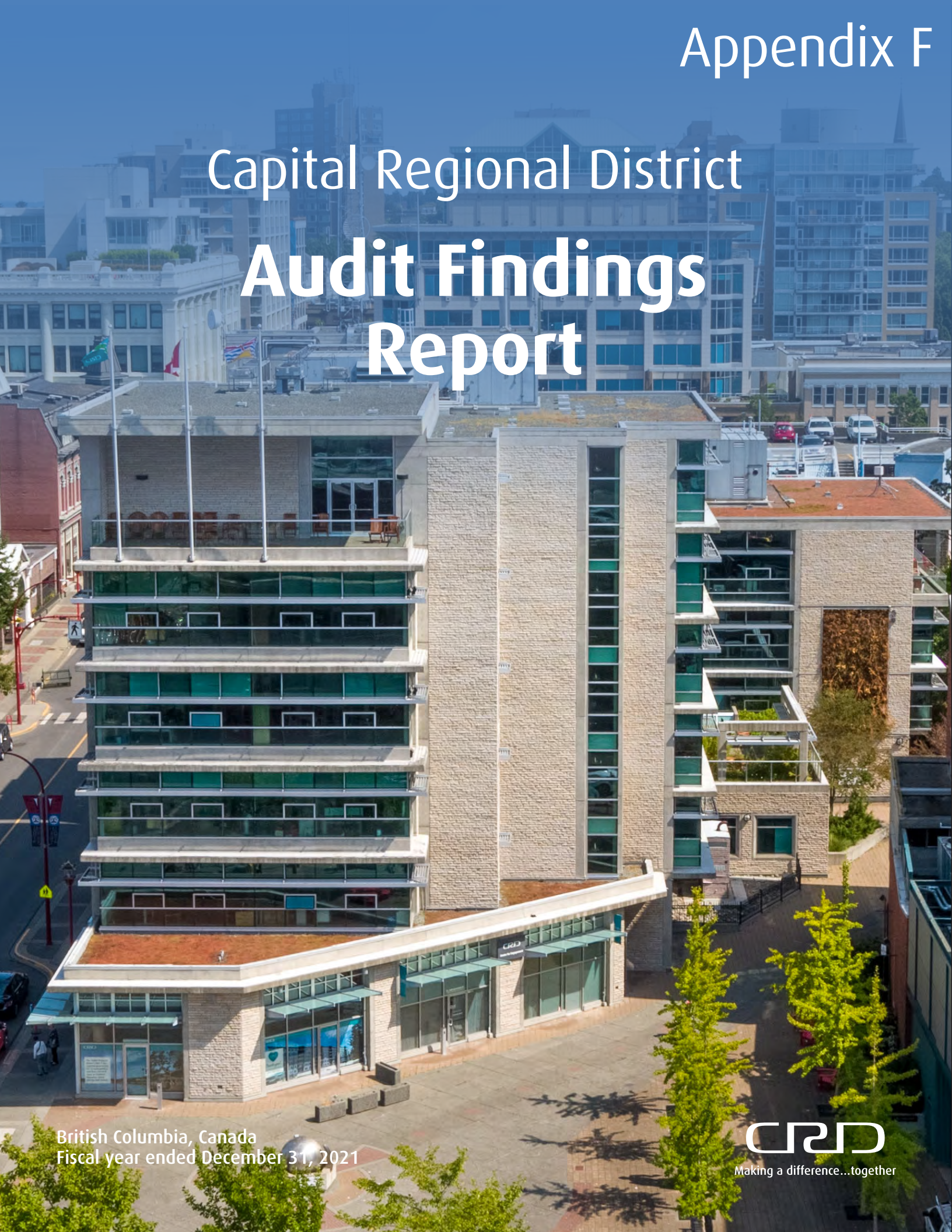
The amount spent on tangible capital assets or capital investment, less amortization is called net investment. If capital investment is consistently higher than amortization, net investment will be positive, indicating that productive capacity is increasing. Conversely, if capital investment is consistently lower than amortization, net investment will be negative, indicating that productive capacity is decreasing. On an annual basis, CRD is acquiring assets at a faster rate than assets are amortizing. In 2021, CRD was acquiring assets 4.24 times faster than amortization (a decrease from 7.95 times in 2020), indicating that productive capacity is increasing. The WTP project still remained a significant portion of the District's total annual asset additions in 2021. The District expects the gap between acquisitions and amortization to decrease with the completion of WTP.



Appendix F

# Capital Regional District

# Audit Findings Report



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together




KPMG

# Capital Regional District

Audit Findings Report for the year ended December 31, 2021

KPMG LLP

Prepared for the meeting on May 4, 2022

kpmg.ca/audit

# Table of contents


| | |
|---|---|
| KPMG contacts | 2 |
| Audit highlights | 3 |
| Areas of audit focus | 5 |
| Audit risks | 9 |
| Significant accounting policies and practices | 10 |
| Uncorrected and corrected audit misstatements | 11 |
| Implications of PS 3280 Asset Retirement Obligations | 12 |
| Appendices | 13 |





# KPMG contacts

The contacts at KPMG in connection with this report are:


**Lenora Lee**
Engagement Partner
Tel: 250.480.3588
lenoramlee@kpmg.ca

**Sarah Burden**
Senior Manager
Tel: 250.480.3562
sburden1@kpmg.ca

**Cameron Rice-Gural**
Manager
Tel: 250.480.3677
cricegural@kpmg.ca

# Audit highlights

## Purpose of this report

The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the results of our audit of the consolidated financial statements (hereinafter referred to as the "financial statements") of Capital Regional District (the "District" or "CRD") as at and for the year ended December 31, 2021. This Audit Findings Report builds on the Audit Plan we presented to the Finance Committee on January 5, 2022.

### Status of the audit

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include:

- Completing our discussions with the Committee;
- Obtaining the signed management representation letter;
- Obtaining evidence of the Board of Directors' approval of the financial statements; and,
- Completing subsequent event review procedures up to the date of the Board of Directors' approval of the financial statements.

We will update the Committee on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditors' report, a draft of which is attached to the enclosed financial statements, will be dated upon the completion of any remaining procedures.

### Significant changes from the audit plan

There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.

### Areas of audit focus

Our audit is risk-focused. At the planning stage of the audit we discussed with you areas of audit focus. We are satisfied that our work has appropriately dealt with the focus areas identified.

See pages 5 to 8 for the audit findings related to these areas of audit focus.

This report to the Committee is intended solely for the information and use of management, the Committee and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

# Audit highlights (continued)

## Audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions. Professional standards require that we request of management and the Committee that all identified audit misstatements be corrected. We have already made this request of management.

Uncorrected audit misstatements

The management representation letter includes the Summary of Uncorrected Audit Misstatements, which discloses the impact of all uncorrected misstatements considered to be other than clearly trivial.

Based on both qualitative and quantitative considerations, management have decided not to correct certain misstatements and represented to us that the misstatements - individually and in the aggregate - are, in their judgment, not material to the financial statements. This management representation is included in the management representation letter.

We concur with management's representation that the uncorrected misstatements are not material to the financial statements. Accordingly, the uncorrected misstatements have no effect on our auditors' report.

Corrected audit misstatements

We did not identify any misstatements that were communicated to management and subsequently corrected in the financial statements.

See pages 11 and Appendix 3 for further details.

## Control deficiencies and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

We have issued a separate management letter with control recommendations in areas not considered to be significant deficiencies in internal controls over financial reporting.

## Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

CRD chose not to early adopt Section PS3160, *Public Private Partnerships* and therefore there is no impact on the District's financial statements in fiscal 2021.

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

See page 10 and Appendix 4 for further details.

## Independence

We confirm that we are independent with respect to the District within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation from January 1, 2021 up to the date of this report.

## Current developments

Please refer to Appendix 4 for the current development updates.

# Areas of audit focus

| Area of audit focus | Why are we focusing here? |
| --- | --- |
| Regional Housing First Program (RHFP) | On March 22, 2021 the District entered into 60-year prepaid lease agreement and 35-year operator agreement with Capital Region Housing Corporation (CRHC) for Hockley House. The prepaid lease is funded through a 35-year mortgage obtained by CRHC. |

## Our response

- In March 2021, the CRD purchased Hockley House under the RHFP. The property was purchased for $31 million, including closing costs, including $27.4 million for the building and $3.6 million for land. CRD owns 100% of the units and has entered into a 60-year prepaid lease agreement with the CRHC for the RHFP units.
- The purchase of the property is funded by $7.2 million contributions from CMHC and a 60-year prepaid lease with CRHC.
- We reviewed the related Board minutes and inquired with management on any changes or updates to this program.
- We performed substantive audit procedures by obtaining and reviewing contracts and agreements between CRD, CRHC, BC Housing, and CMHC.
- We agreed the purchase price allocated to the land and building to the costs capitalized with no issues.
- We concur with management's accounting treatment of the transaction in the financial statements, including the removal of inter-District transactions between CRD and CRHC in the consolidated financial statements.

## Significant findings

- There were no issues noted in our testing regarding the purchase of Hockley House, financing and recognition of costs and debt by the District.

# Areas of audit focus (continued)

| Area of audit focus | Why are we focusing here? |
|---|---|
| Hartland Landfill Closure and Post-closure Costs | Landfill closure and post-closure costs (2021 - $11.9 million, 2020 - $11.3 million) are recognized in the financial statements including disclosure in the notes. Estimated costs are recognized annually as the capacity of the site is utilized. |

## Our response

- Closure and post-closure costs are a significant estimate recognized in the District's financial statements. Measurement involves multiple assumptions and data inputs including capacity available and used, future costs, discount rates, inflation rates, among others.
- The last detailed assessment of closure and post-closure costs by an external expert was performed in 2020. Management performed an analysis and updated significant assumptions in 2021 to estimate the liabilities and costs to be recognized in 2021.
- We assessed the elements of the estimate such as the estimation method, the assumptions used, the data used and the application of the method.
- We assessed the degree of uncertainty, complexity, and subjectivity in the closure and post-closure cost estimate to determine the level of audit response. The higher the level of response, the more persuasive the audit evidence was needed.
- We evaluated the projections and discount rates used by management to determine the closure and post-closure liabilities for the landfill and verified the accuracy of management's calculations.

## Significant findings

- In 2021, the Board approved a final Solid Waste Management Plan and endorsed next steps for implementation. Management's estimate of the liability and expense in 2021 included the impact of certain activities and programs to extend the life of the landfill that have not yet been approved by the Province or implemented. This assumption resulted in a longer useful life of the landfill and lower liability and expense compared to an estimate based on current practices in use.
- An estimated understatement of liability and expense of $1.2 million is noted as an unadjusted audit difference. Recognition of the adjustment may result in an expense in 2021 and recovery of expense in future years once the Province provides final approval over the Solid Waste Management Plan. As a result, Management has chosen not to adjust this difference to reduce volatility in the liability and expense as new programs are expected to be approved in the new future.
- Effective for the 2023 fiscal year, new accounting standards for asset retirement obligations will require a significant revaluation of the landfill liability and recognition of all closure and post-closure costs upfront rather than as capacity of the landfill is used. We recommend early planning for this transition as it will result in recognition of a liability sooner than current practice and a significant increase in net debt for financial reporting purposes. The change in accounting standard will not affect how the District decides to fund the liability through reserve funding.

# Areas of audit focus (continued)

| Area of audit focus | Why are we focusing here? |
|---|---|
| Residuals Treatment Facility | The District has entered a multi-year contract with a third party to design, build, finance, operate and maintain the Residuals Treatment Facility. This is a significant project and unique contract type for CRD. |

## Our response

- KPMG inspected the relevant agreements related to the construction and operation of the facility including the design-build agreement, services contract and Hartland Resource Management General Partnership ("HRMG") Project Agreement.
- We obtained management's accounting analysis for recording the Residuals Treatment Facility without early adopting PS 3160 and analyzed the proposed accounting treatment. The agreement includes a total contract value for capital costs of $127 million, for which a service commencement payment of $63 million was made in March 2021 and the remaining capital cost will be paid over a 20 year period through a monthly capital payment of $0.5 million.
- We obtained management's models for recognizing the obligation owing, including the capital and operating components. We verified the inputs into the models, including assessing the estimation uncertainty of the discount rate used in the calculation of the asset and liability value.
- We assessed the reasonability of the proposed useful life and verified the accuracy of the amortization recognized on the asset during the year.
- We reviewed the adequacy of management's disclosures.

## Significant findings

- There were no significant issues noted in our testing of recognition, subsequent measurement and disclosure of the asset and liability relating to the Residuals Treatment Facility.

# Areas of audit focus (continued)

| Area of audit focus | Why are we focusing here? |
| --- | --- |
| Wastewater Treatment Project (WTP) | This is a significant project for CRD, involves a significant value of expenditure and is in its first full year of operation in 2021. |

## Our response

- The CRD's Wastewater Treatment Project ("WTP") includes construction of the wastewater treatment plant, residuals treatment facility, and the conveyance system. In 2020, the District began providing tertiary treatment for wastewater and reached substantial completion of the McLoughlin Point Wastewater Treatment Plant.
- Costs capitalized for the WTP in 2021 were $154 million; $518 million in costs were reallocated from work in progress and within asset classes (between engineering structures, building and land) as management performed a detailed assessment of the classification of the major components of the assets constructed and their expected useful life.
- We performed substantive audit procedures over a sample of capital additions, agreeing samples to source documentation.
- We met with management responsible for cost re-allocation to understand the methodology and process applied to the allocation.
- We verified the accuracy of capital costs reallocated within assets classes by selecting a sample and tracing to support.
- We performed a walkthrough of the procurement processes related to the WTP and related controls over expenditures and did not note any significant deficiencies.
- We reviewed WTP board minutes.
- We reviewed management's analysis over impairment and concur with management's assessment that no costs were required to be written off in 2021.
- In 2021, the final installment payments for federal and provincial grants related to WTP were received. We inspected the grant claims, agreed them to cash receipt and noted appropriate eligible expenses related to grant terms.

## Significant findings

- There were no issues noted in our testing of capital additions, the transfer of work in progress to in use and revenue recognized during the year.

# Audit risks

| Professional requirements | Why is this significant? |
| --- | --- |
| Fraud risk from management override of controls | This is a presumed fraud risk. We have not identified any specific additional risks of management override relating to this audit. |

## Our response

Our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- Testing of journal entries and other adjustments throughout the period and during the post-closing period for financial statement preparation.
- Performing a retrospective review of significant estimates.
- Evaluating the business rationale of significant unusual transactions.

## Significant findings

There were no issues noted in our testing.

# Significant accounting policies and practices

## Significant accounting policies

- Management refined its practice for recording amortization expense, the primary impact being the amortization of assets in the year they are put into service. There were no initial selections of or changes to the significant accounting polices and practices.
- There were no significant accounting policies in controversial or emerging areas.
- There were no material issues noted with the timing of the District's transactions in relation to the period in which they were recorded other than described in this report.
- There were no issues noted with the extent to which the financial statements are affected by a significant unusual transaction and extent of disclosure of such transactions.
- There were no issues noted with the extent to which the financial statements are affected by non-recurring amounts recognized during the period and extent of disclosure of such transactions.

## Significant accounting estimates

- There were no issues noted with management's identification of accounting estimates.
- There were no issues noted with management's process for making accounting estimates.
- There were no indicators of possible management bias.
- There were no significant factors affecting the District's asset and liability carrying values.

## Financial statement presentation and disclosure

- There were no issues noted with the judgments made, in formulating particularly sensitive financial statement disclosures.
- There were no issues noted with the overall neutrality, consistency, and clarity of the disclosures in the financial statements.
- There were no significant potential effects on the financial statements of significant risks, exposures, and uncertainties.

# Uncorrected and corrected audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions.

## Corrected audit misstatements

We did not identify any misstatements that were communicated to management and subsequently corrected in the financial statements.

## Uncorrected differences

We identified two adjustments that remain uncorrected:

- An estimated $236,681 understatement of annual surplus, understatement of liabilities and overstatement of accumulated surplus of $1,242,768 due to the methodology used to estimate the landfill liability.
- An overstatement of annual surplus of $1,118,800 due to timing of revenue recognized in 2021 for grants received but not yet allocated in 2020.

We concur with management's representation that the differences are not material to the financial statements. Accordingly, the differences have no effect on our auditors' report.

# Implications of PS 3280 Asset Retirement Obligations

PS 3280 Asset Retirement Obligations ("PS 3280") is a new accounting standard effective for the fiscal years beginning on or after April 1, 2022 (January 1, 2023 for calendar year ends). This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. This significant new accounting standard has implications that have the potential to go beyond financial reporting.

**Financial reporting implications**

A liability for asset retirement costs will be recorded with a corresponding increase in the cost of tangible capital assets in productive use, resulting in a decrease (increase) to the net financial assets (net debt) reported in the Statement of Financial Position.

Asset retirement obligations associated with tangible capital assets that are not recognized or no longer in productive use are expensed.

Additional non-cash expenses for the amortization of tangible capital assets and accretion will be recognized annually.

The total cost of legally required retirement activities will be recognized earlier in a tangible capital asset's life. There is no change to the total cost recorded over an asset's life.

A rigorous process needs to be established to support updates to the ARO measurement on an annual basis post-initial implementation.

**Asset management implications**

The asset retirement date used to determine the asset retirement liability needs to be consistent with the useful life of the related tangible capital asset. As a result, public sector entities need to assess whether the useful lives of tangible capital assets continue to be accurate and consistent with asset management plans.

Many public sector entities are using the implementation of PS 3280 as an opportunity to develop or refine their asset management plans.

**Funding implications**

PS 3280 does not provide guidance on how the asset retirement liability should be funded. Many public sector entities currently fund retirement costs as they are incurred at the end of the asset's life. Public sector entities will need to assess whether this practice remains appropriate or if funding will be obtained over the life of the asset.

**Budget implications**

In addition to budgeting for costs associated with the initial implementation of PS 3280, public sector entities will need to consider if the non-cash accretion expense and additional amortization expense will be included in the annual budget.

Public sector entities operating under balanced budget legislation or similar guidelines will need to obtain guidance from the provincial government or governance bodies to determine the impact of PS 3280 on current requirements.

**Capital planning implications**

PS 3280 requires legal obligations associated with the retirement of tangible capital assets to be recorded when the assets are acquired, constructed, or developed. As a result, the cost of legally required retirement activities will need to be considered at the inception of a capital project to determine the financial viability and impact of the project.

# Appendices

**Appendix 1: Selected financial information**

**Appendix 2: Required communications**

**Appendix 3: Management representation letter**

**Appendix 4: Current developments and insights**

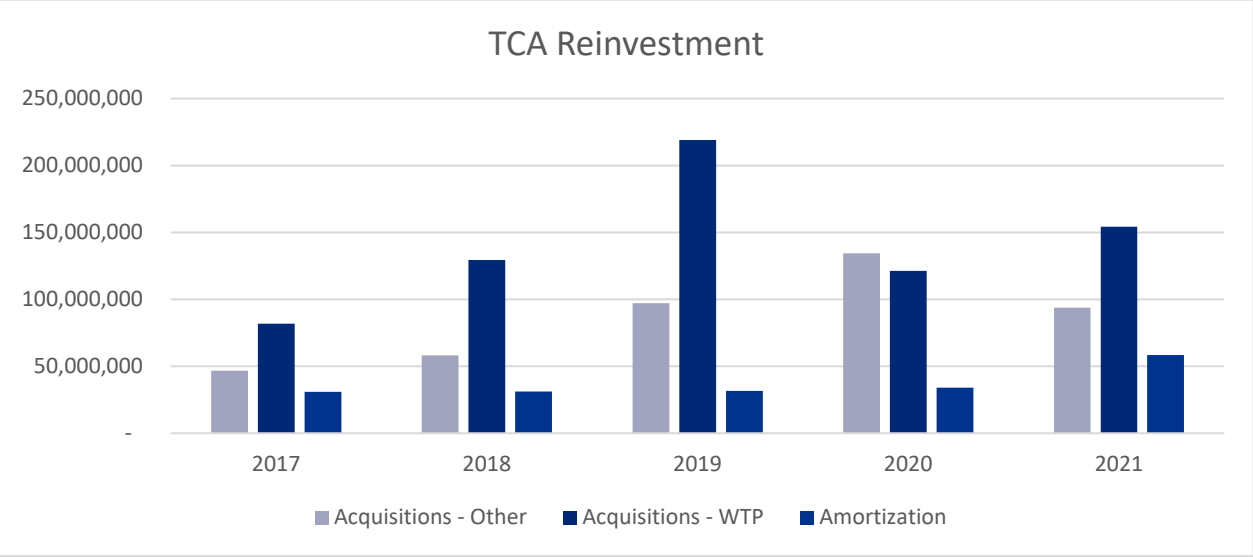


# Appendix 1: Selected financial information

As part of the audit, there are certain key ratios and trends that we review. We share these ratios with the Board and Management and welcome any questions related to our interpretation of trends. The following financial information is taken from the annual audited financial statements prepared in accordance with Public Sector Accounting Standards. The accounting framework used in these financial statements differs from the framework used in the financial plan in that the rate-setting formula is based on a cash-basis and includes transfers from reserves and other unspent funds and planned capital acquisitions rather than amortization of capital assets.

## Tangible Capital Asset (TCA) Reinvestment

TCA is the District's most significant asset and is funded by a combination of internal reserves and external financing. The following illustration depicts TCA acquisitions and amortization amounts for the past five years:



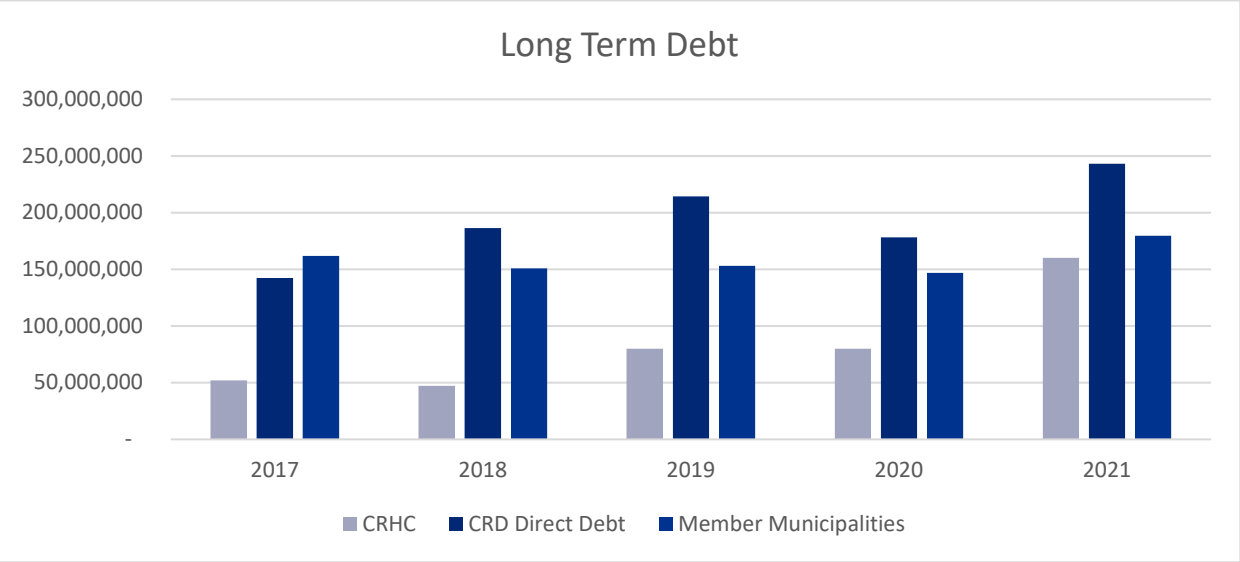

Starting in 2017 more significant capital additions were acquired under the Wastewater Treatment Project (WTP), which are shown separately in the chart above. TCA additions in 2019 - 2021 are higher than previous years due to the construction of and acquisition of properties under the Regional Housing First Program. TCA additions relating to the WTP grew in 2018 and 2019 and declined in 2020 due to the project nearing completion.

The value of amortization has remained relatively consistent from 2017 – 2020. In 2021 the District began amortization on the WTP, which resulted in an increase in amortization expense.

# Appendix 1: Selected financial information (continued)

## Long-term Debt

The District incurs debt directly, and on behalf of its member municipalities through agreements with the MFA. Repayments of interest and principal on long-term debt are included in the annual operating expenditure for each function. Interest expense in 2021 represents approximately 15% of the District's revenue excluding government transfers and interest expense related to municipal borrowing equates to approximately 4.4% of revenue excluding government transfers.




CRD direct debt increased mostly in 2018 and 2019 in order to finance the Wastewater Treatment Project. In 2020, debt started to decrease due to debt repayments exceeding new debt. In 2021, the debt increased, the reason being the commissioning of the Residuals Treatment Facility.

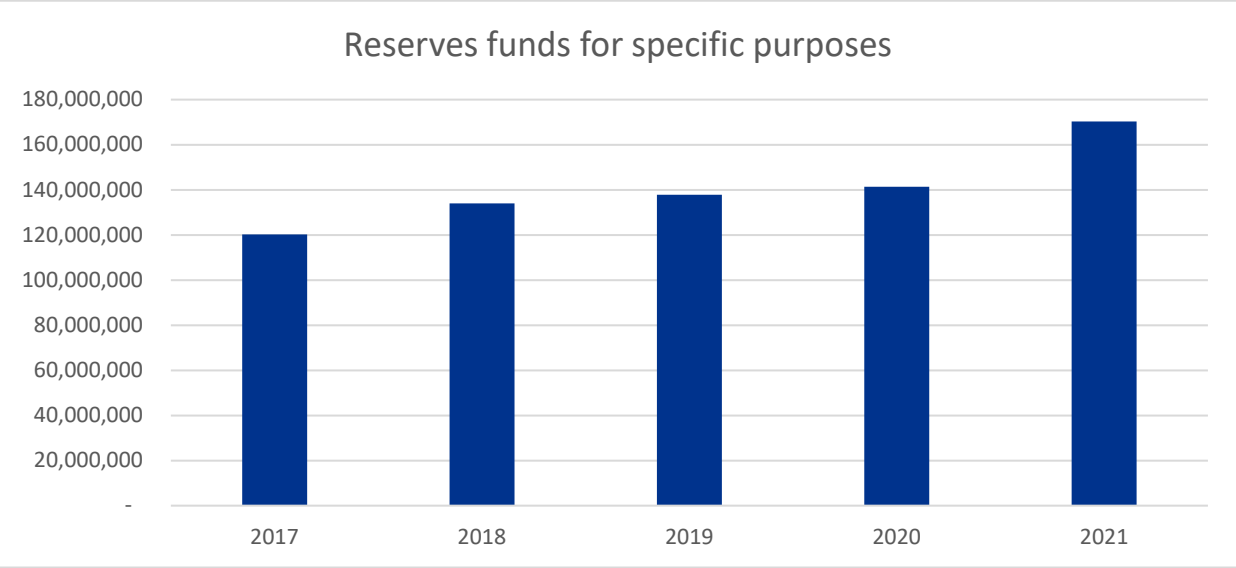
Member municipalities' debt has increased from 2020 to 2021.

The increase in CRHC debt since 2019 represents new debt obtained to fund purchases in relation to the RHFP.

# Appendix 1: Selected financial information (continued)

## Reserves

The accumulated surplus for the District is made up of amounts invested in tangible capital assets, operating reserves, for both the District and Capital Region Housing Corporation, and reserves set aside for regional, sub-regional and local purposes. The amounts shown in the graph relate to reserve funds set aside for specific purposes as detailed in note 10 in the financial statements:




These reserves are tracked on a per service basis. Each year, the amount presented is the accumulated amount. Since 2017, the reserves have continued to grow at a consistent rate, until 2021, where reserves increased by 20.45% over prior year. This was due primarily to increases in the Core Area Wastewater Operating Reserve Fund, Core Area Wastewater Debt Reserve Fund, the Solid Waste Capital Reserve Fund, the Juan De Fuca Water Development Costs Capital Reserve Fund, the Core Area Wastewater Service Capital Reserve Fund, and the Equipment Replacement Fund. The increase was partially offset by decreases in the Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund, among others.

# Appendix 2: Required communications

## Draft auditors' report

The conclusion of our audit is set out in our draft auditors' report attached to the draft financial statements.

## Independence

In accordance with professional standards, we have confirmed our independence.

## Management representation letter

In accordance with professional standards, a copy of the management representation letter is included in Appendix 3.

# Appendix 3: Management representation letter

Date of approval of financial statements

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as “financial statements”) of Capital Regional District (“the Entity”) as at and for the period ended December 31, 2021.

**General:**

We confirm that the representations we make in this letter are in accordance with the definitions as set out in Attachment I to this letter.
We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

**Responsibilities:**

1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated April 8, 2021 including for:

   a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.

   b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements, such as all financial records and documentation and other matters, including:

      — the names of all related parties and information regarding all relationships and transactions with related parties; and

      — the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.

   c) providing you with unrestricted access to such relevant information.

   d) providing you with complete responses to all enquiries made by you during the engagement.

   e) providing you with additional information that you may request from us for the purpose of the engagement.

   f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.

   g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.

   h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

**Internal control over financial reporting:**

2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

**Fraud & non-compliance with laws and regulations**

3) We have disclosed to you:
   a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
   b) all information in relation to fraud or suspected fraud that we are aware of that involves:
      — management;
      — employees who have significant roles in internal control over financial reporting; or
      — others

      where such fraud or suspected fraud could have a material effect on the financial statements.
   c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
   d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
   e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

**Subsequent events:**

4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

**Related parties:**

5) We have disclosed to you the identity of the Entity's related parties.
6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

**Estimates:**

8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

**Going concern:**

9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

**Misstatements:**

11) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole.

**Non-SEC registrants or non-reporting issuers:**

12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002). We also confirm that the financial statements of the Entity will not be included in the consolidated financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

_____
Mr. Robert Lapham, Chief Administrative Officer

_____
Mr. Nelson Chan, Chief Financial Officer

**Attachment I – Definitions**

**Materiality**

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Information is obscured if it is communicated in a way that would have a similar effect for users of financial statements to omitting or misstating that information. The following are examples of circumstances that may result in material information being obscured:

a) information regarding a material item, transaction or other event is disclosed in the financial statements but the language used is vague or unclear;

b) information regarding a material item, transaction or other event is scattered throughout the financial statements;

c) dissimilar items, transactions or other events are inappropriately aggregated;

d) similar items, transactions or other events are inappropriately disaggregated; and

e) the understandability of the financial statements is reduced as a result of material information being hidden by immaterial information to the extent that a primary user is unable to determine what information is material.

**Fraud & error**

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

## Attachment II – Summary of Audit Misstatement Schedule

*Year ended December 31, 2021*

### Uncorrected misstatements

| | Statement of operations effect | Statement of financial position effect | | |
|---|---|---|---|---|
| **Description** | **(Decrease) / Increase** | **Assets (Decrease) / Increase** | **Liabilities (Decrease) / Increase** | **Accumulated Surplus (Decrease) / Increase** |
| Understatement of landfill liability and expense due to methodology used to estimate liability instead of current practices in use. | (236,681) | - | 1,242,768 | (1,242,768) |
| Overstatement of annual surplus due to timing of revenue recognized in 2021 for grants received. | (1,118,800) | - | - | (1,118,800) |
| **Total** | (1,355,481) | - | 1,242,768 | (2,361568) |

# Appendix 4: Current developments

## New accounting standards

### Public Sector Accounting Standards

| Standard | Summary and implications |
|---|---|
| Asset Retirement Obligations | – The new standard is effective for fiscal years beginning on or after April 1, 2022.<br>– The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area.<br>– The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets ("TCA"). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life.<br>– As a result of the new standard, the public sector entity will have to:<br>• Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;<br>• Carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements;<br>• Begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues. |
| Revenue | – The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19.<br>– The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.<br>– The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.<br>– The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue. |

| Standard | Summary and implications |
|---|---|
| Purchased Intangibles | – In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles.<br>– PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized.<br>– The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective. |
| Public Private Partnerships (“P3”) | – PSAB has introduced Section PS3160, which includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard has an effective date of April 1, 2023, and may be applied retroactively or prospectively.<br>– The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends.<br>– The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.<br>– The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project. |
| Government Not-for-Profit Strategy | – PSAB is in the process of reviewing its strategy for government not-for-profit (“GNFP”) organizations. PSAB intends to understand GNFPs’ fiscal and regulatory environment, and stakeholders’ financial reporting needs.<br>– PSAB released a second consultation paper in January 2021 which summarizes the feedback received to the first consultation paper. It also describes options for the GNFP strategy and the decision-making criteria used to evaluate the options. PSAB recommends incorporating the PS4200 series with potential customizations into PSAS. This means reviewing the existing PS4200 series to determine if they should be retained and added to PSAS. Incorporating the updated or amended PS4200 series standards in PSAS would make the guidance available to any public sector entity. Accounting and/or reporting customizations may be permitted if PSAB determines there are substantive and distinct accountabilities that warrant modification from PSAS.<br>– PSAB is in the process of considering stakeholder comments. |

| Standard | Summary and implications |
|---|---|
| 2022 – 2027 Strategic Plan | – PSAB's Draft 2022 – 2027 Strategic Plan was issued for public comment in May 2021. Comments were requested for October 6, 2021.<br>– The Strategic Plan sets out broad strategic objectives that help guide PSAB in achieving its public interest mandate over a multi-year period, and determining standard-setting priorities<br>– The Strategic Plan emphasizes four key priorities:<br>– Develop relevant and high-quality accounting standards - Continue to develop relevant and high-quality accounting standards in line with PSAB's due process, including implementation of the international strategy (focused on adapting International Public Sector Accounting Standards for new standards) and completion of the Conceptual Framework and Reporting Model project.<br>– Enhance and strengthen relationships with stakeholders - Includes increased engagement with Indigenous Governments and exploring the use of customized reporting.<br>– Enhance and strengthen relationships with other standard setters – In addition to continued collaboration with other standard setters, this emphasizes strengthened relationship with the IPSASB.<br>– Support forward-looking accounting and reporting initiatives – Supporting and encouraging ESG reporting, and consideration of the development of ESG reporting guidance for the Canadian public sector. |

| Standard | Summary and implications |
|---|---|
| Concepts Underlying Financial Performance | – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards.<br>– PSAB released four exposure drafts in early 2021 for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. The Board is in the process of considering stakeholder comments received.<br>– PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 *Financial Statement Concepts* and PS 1100 *Financial Statement Objectives*. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced.<br>– In addition, PSAB is proposing:<br>• Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.<br>• Separating liabilities into financial liabilities and non-financial liabilities.<br>• Restructuring the statement of financial position to present non-financial assets before liabilities.<br>• Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).<br>• Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”.<br>• A new provision whereby an entity can use an amended budget in certain circumstances.<br>• Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position. |

# Appendix 4: Current developments (continued)

## New auditing standards

The following changes to auditing standards applicable to our 2022 audit are listed below.

| Standard | Key observations |
|---|---|
| Revised CAS 315, Identifying and Assessing the Risks of Material Misstatement | Revised CAS 315, Identifying and Assessing the Risks of Material Misstatement has been released and is effective for audits of financial statements for periods beginning on or after December 15, 2021.<br>The standard has been significantly revised, reorganized and enhanced to require a more robust risk identification and assessment in order to promote better responses to the identified risks. Key changes include:<br>- Enhanced requirements relating to exercising professional skepticism<br>- Distinguishing the nature of, and clarifying the extent of, work needed for indirect and direct controls<br>- Clarification of which controls need to be identified for the purpose of evaluating the design and implementation of controls<br>- Introduction of scalability<br>- Incorporation of considerations for using automated tools and techniques<br>- New and revised concepts and definitions related to identification and assessment of risk<br>- Strengthened documentation requirements<br>CPA Canada plans to publish a Client Briefing document in early 2022 to help you better understand the changes you can expect on your 2022 audit. |

# Appendix 4: Current developments (continued)

## Thought leadership – Environmental, social, and governance (ESG)

| Thought leadership | Overview | Links |
|---|---|---|
| **Unleashing the Positive in Net Zero** | CoP26 in Glasgow made some progress to tackling climate change but there is much more to do. At KPMG, we're committed to accelerating the changes required to fight climate change. Our Global portal provides links to further thought leadership to help drive real change. | Link to Global portal |
| **KPMG Climate Change Financial Reporting Resource Centre** | KPMG's climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business. | Link to Global portal |
| **You Can't Go Green Without Blue – The Blue Economy is Critical to All Companies' ESG Ambitions** | In this report, KPMG considers how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy. | Link to Canadian portal |
| **ESG, Strategy and the Long View** | This paper presents a five-part framework to help organizations understand and shape the total impact of their strategy and operations on their performance externally – on the environment, consumers, employees, the communities in which it operates, and other stakeholders – and internally. | Link to Global portal |
| **Inclusion and diversity practices** | In 2021 societal changes brought more attention to inclusion and diversity. In this age of transparency, businesses must act proactively to implement strategic inclusion and diversity practices. It has become increasingly important for organizations to adopt I&D initiatives in order to foster an enjoyable work environment for their employees. Learn how to consider your own organizations' unique context, meet with the stakeholders you want to include, understand where they are at, and guide them along their own individual transformation journey. | Link to Canadian portal |

# Appendix 4: Current developments (continued)

## Thought leadership – Digital and technology

| Thought leadership | Overview | Link |
|---|---|---|
| **Going digital, faster in Canada** | Pre-COVID-19, private and public organizations were moving towards a digital business model, travelling at varying speeds. But the pandemic forced a dramatic acceleration, both in the speed of change and the required investment to digitally transform. According to Canadian insights from KPMG's recent global survey, organizations are investing heavily in technology to address immediate concerns, ranging from falling revenue and interrupted supply chains to building longer-term competitiveness and operational resilience. | Link to Canadian portal |

## Thought leadership – Board, Audit Committee and C-Suite

| Thought leadership | Overview | Links |
|---|---|---|
| **Accelerate** | Our Accelerate series offer insight into the key issues that will drive the Audit Committee agenda in 2022 in a number of key areas: cyber-related risk, digital transformation in the finance function, the 'Great Resignation' impacting finance, climate-related physical risks, enterprise risk management, and building a climate-conscious organization. | Link to Canadian Accelerate 2022 Insights series |
| **KPMG 2021 CEO Outlook – Canadian Insights** | This year we surveyed over 1,300 CEOs globally and the results are pointing to an optimistic outlook amongst Canadian CEOs. Some of the key themes coming out of the survey include expectations for aggressive growth through expansion, investment in both people and technology as well as a focus on delivering on environmental, social and governance (ESG) and sustainability commitments. | Link to Canadian portal |
| **Board Leadership Centre + Audit Committee Guide** | KPMG in Canada Board Leadership Centre engages with directors, board members and business leaders to discuss timely and relevant boardroom challenges and deliver practical thought leadership on risk and strategy, talent and technology, globalization and regulatory issues, financial reporting and more.<br>The new Audit Committee Guide – Canadian Edition from our Board Leadership Centre provides timely, relevant and trusted guidance to help both new and seasoned audit committee members stay informed. | Link to Canadian portal<br>Link to 2021 guide |

# Appendix 4: Current developments (continued)

## Thought leadership – Audit quality and insights

| Thought leadership | Overview | Links |
|---|---|---|
| **Audit Quality and Transparency Report** | Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do? | Link to Canadian portal<br><br>Link to 2021 Global report |
| **Audit and Assurance Insights** | KPMG provides curated research and insights on audit and assurance matters for audit committees and boards. | Link to Canadian portal |



kpmg.ca/audit

© 2022 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

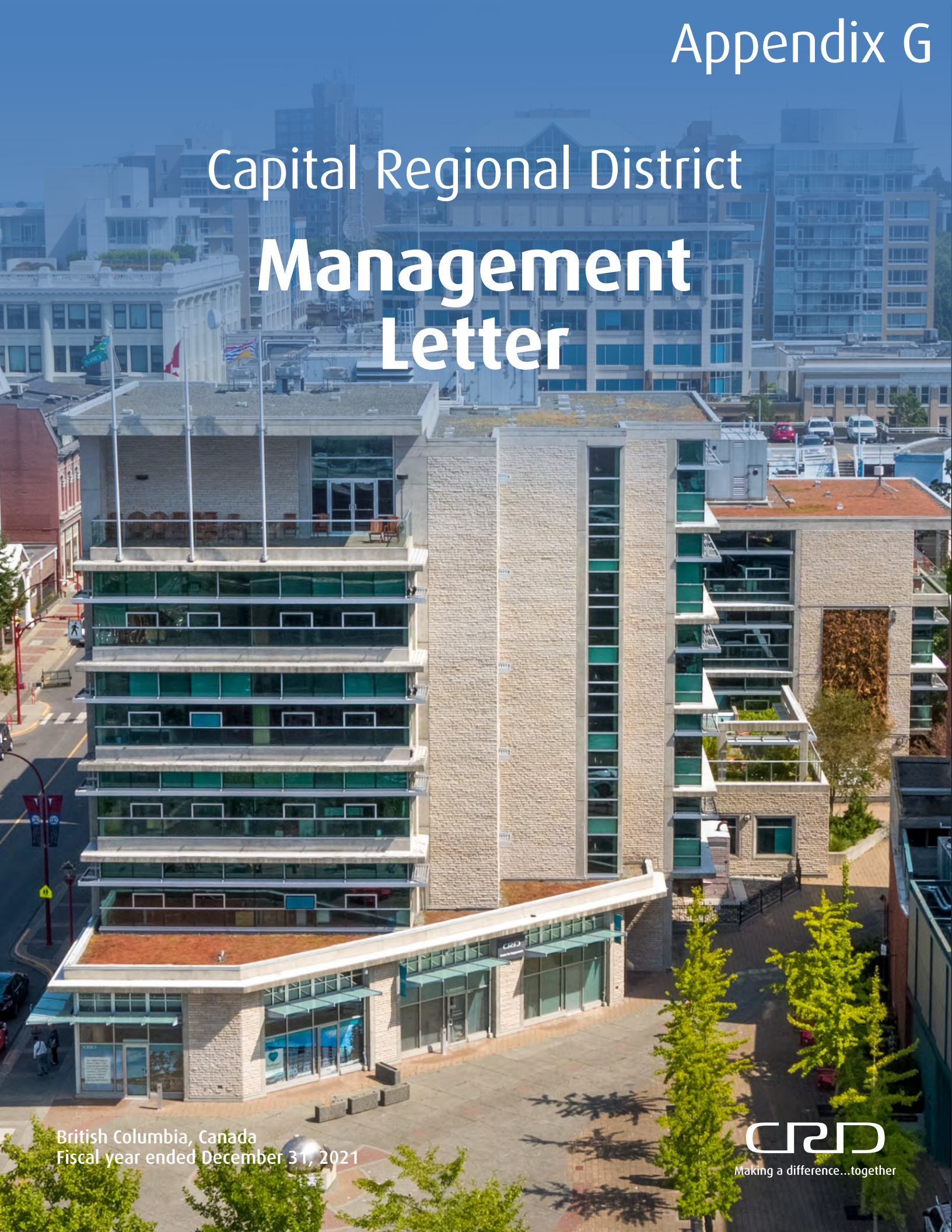
KPMG member firms around the world have 227,000 professionals, in 146 countries.



Appendix G

# Capital Regional District

# Management Letter



British Columbia, Canada
Fiscal year ended December 31, 2021

Making a difference...together

**KPMG LLP**
**Chartered Professional Accountants**
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7

Telephone (250) 480-3500
Telefax (250) 480-3539
Internet www.kpmg.ca

**PRIVATE & CONFIDENTIAL**

Nelson Chan
Chief Financial Officer
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

May 4, 2022

Dear Mr. Chan:

**Re: Reporting on internal control matters**

In planning and performing our audit of the consolidated financial statements of Capital Regional District ("the District") for the period ended December 31, 2021, we obtained an understanding of internal control over financial reporting (ICFR) relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR. Accordingly, we do not express an opinion on the effectiveness of the District's ICFR.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. As a result, any matters reported below are limited to those deficiencies in ICFR that we identified during the audit.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

**IDENTIFICATION**

We did not identify any significant deficiencies in internal control.

Refer to the Appendix D for the definitions of various control deficiencies.

**OTHER CONTROL MATTERS**

We identified certain control matters that have not been communicated to management by other parties and that, in our professional judgment, are of sufficient importance to merit management's attention. Refer to Appendices A, B and C.

**MANAGEMENT'S RESPONSES**

Management's responses have not been subjected to the audit procedures applied in the audit, and accordingly, we express no opinion on them.

**USE OF LETTER**

This letter is for the use of management and those charged with governance in carrying out and discharging their responsibilities and should not be used for any other purpose or anyone other than management and those charged with governance. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Yours very truly,

KPMG LLP

Chartered Professional Accountants

# Appendix A — Current Year Other Control Matters

## 1. Adoption of New Accounting Standards

**Observation and implication:**
The District will be required to adopt new accounting standards in fiscal 2023 and 2024, PS 3280 *Asset retirement obligations*, PS 3400 *Revenue* and PS 3160 *Public private partnerships* in 2023-2024. As part of the adoption process, management will need to evaluate and attest to the completeness of liabilities, commitments and revenue in the financial statements under these new accounting standards. This will be a significant amount of effort and requires Finance to have knowledge of the material contracts, strategic partnerships, and unique multi-party, multi-year contracts entered into by the District's various departments to enable it to make the required representations regarding accuracy and completeness.

**Recommendation:**
We recommend Finance continue internal education related to adoption of these standards and the Executive Leadership Team hold departments accountable for evaluating completeness of contractual obligations and reporting relevant information in alignment with these standards. A comprehensive understanding of contracts and commitments will support management in its efforts to gain assurance over the completeness of liabilities, commitments and revenue in its budgeting and financial reporting activities.

**Management Response:**
Recommendations are taken under advisement. As the contracts review process is applied across the organization with a wide scale of agreements, management will continue the existing education plan and investigate areas of concern and implement improvements where necessary.

# Appendix B – Update on Previous Year's Continuing Other Control Matters

## 1. Recurring financial reporting adjusting entries

**Observation and implication:**
During our audit, we noted that many manual adjusting entries required for financial reporting are not recorded in SAP but are recorded each year end as "PSAB" entries. These entries are tracked in excel and are the trail to reconciling balances in SAP to the final audited financial statements. Tracking these entries in excel rather than directly in SAP increases the risk entries are incorrect, incomplete or knowledge of their source is lost during unexpected employee turnover or extended leave.

**Update from 2021 Audit:**
We note that management has performed significant analysis over how these entries would be input directly into SAP. Certain entries were migrated to SAP in 2020 and are no longer adjusted manually. For the remaining entries not migrated to SAP, based on the current general ledger structure, there are significant complexities to being able to record these in SAP. It is expected that through the S/4HANA migration and general ledger structure projects, the ability to record these entries in SAP will become more common practice.

Until the S/4HANA migration takes place, management has maintained its process of recording manual "PSAB" entries, but has significantly enhanced the control environment around such entries, including more detailed documentation regarding the rationale for each entry and the calculation of the amount, as well as the audit trail to support each entry. Additional training has and will continue to be provided to finance team members on public sector accounting standards to further enhance and embed knowledge of these entries in preparation for the integration with SAP.

**Recommendation:**
The manual "PSAB" entries continue to pose a high risk on the accuracy of financial reporting due to their complexities and we recommend management continue to enhance the controls around these entries and work towards integration of the entries when migrating to S/4HANA.We acknowledge the progress that has been made to date on enhancing controls around these entries and support management's longer term plan to integrate the entries when migrating to S/4HANA.

**Management Response:**
Management continues to improve processes and supporting documentation for the year end (manual) "PSAB" entries. As an example, in 2021, the entries were transferred into new workbooks that provide greater transparency and are more flexible to future adjustments when necessary. The new workbooks allow for a simpler process and more transparent audit trail to support the "PSAB" entries, significantly shortening review time and reducing risk of error. The work to integrate these entries into SAP will be addressed within the 2023 S4/Hana Initiative Business Case (IBC) which is proposed for the 2023/2024 service planning cycle.

# Appendix C – Update on Previous Year's Closed Other Control Matters

## 1. Amortization Policy

**Observation and implication:**
During our procedures over amortization expense, it was noted that management has an accounting practice, whereby newly constructed or purchased assets are not amortized until the year after they are placed in use due to the District's annual capitalization process occurring at year-end. Capital Region Housing Corporation also has an accounting practice for amortization. However, the Corporation's practice is to recognize a full year of amortization in the year the asset is placed in use. Current amortization practices could result in material differences when comparing amortization recognized and amortization calculated from an in-use date.

**Update from 2021 Audit:**
A new procedure was implemented in 2021 for the District, Capital Region Housing Corporation and Capital Regional Hospital District where all new assets greater than a certain threshold begin amortization at the start of the month that the asset is put into productive use. Assets below the threshold are amortized using the half-year rule in the year they are put into productive use.

## 2. Reporting of Serious Misconduct Policy

**Observation and implication:**
The District has a policy entitled 'Reporting of Serious Misconduct' that describes the principles and procedures for reporting and investigating serious misconduct. A definition of serious misconduct is included in the policy, and a reporting matrix exists for communication of such matters through General Managers, the Chief Administrative Officer and Board, depending on nature and severity.

The definition of serious misconduct includes allegations such as misappropriation of funds, theft, embezzlement, kickbacks, bribes and exposure to significant financial loss, however, the Chief Financial Officer is not included in the communication matrix of those that shall be immediately informed of allegations. This information gap can result in a lack of information related to financial risks, inaccurate financial reporting, non-compliance and misinformed decision making.

In addition, we noted the hierarchy matrix remains within the chain of command of the complainant, for example, concerns are escalated through their direct supervisor, manager and General Manager. This could result in management bias and/or conflict of interest in evaluating the validity of the allegations. There is no description of when an independent, third party reviewer would be engaged to conduct the assessment rather than management.

**Update from 2021 Audit:**
The Reporting and Serious Misconduct Policy was updated and was published internally for all staff. This policy incorporates the Chief Financial Officer into the communication matrix for any complaints that have real or perceived financial implications. Additionally, for complaints where the allegation relates to a colleague, supervisor, or section manager, the reporting hierarchy allows the individual to report the matter to the Senior Manager of Human Resources. The policy was also updated to provide additional clarity as to when a third party reviewer will be used to investigate an allegation.

### 3. Purchase and Payment Process - Cutoff

**Observation and implication:**
During our sampling of transactions related to contract for service and consultants expense, we identified an invoice for an environmental survey that was conducted in 2018, with the final deliverable received in 2019; financial services had not been informed of the potential accrual. The amount of the invoice exceeds the $100,000 internal threshold set for the application of accruals, and therefore required an expense and accrued liability to be recorded in 2018. Instead, the amount was recorded as an expense in 2019. Contracts are subject to extended terms of service and if not recorded in the correct period, could result in expenses being recorded in the incorrect fiscal year.

We noted management has made efforts in 2019 and 2020 to review significant accruals and outstanding balance sheet items during the year-end closing process which will continue to promote more accurate accruals and minimize the impact of such cut-off discrepancies. This is a significant undertaking by the Finance team because invoices are received by departments for initial review before being approved and sent to Finance for recording and payment. The existing process can result in payments being made 1-3 months past their due date. Such cut-off discrepancies have been identified by management in previous years.

**Update from 2021 Audit:**
Management continues to communicate the importance of cut-off to all staff through meetings and quarterly close procedures correspondence. Subsequent disbursements and receipts testing is performed internally after year-end to detect possible cut-off issues. A long-term ambition the District continues to explore is to have a centralized purchase and payment process to further reduce the risks around cut-off.

### 4. Expense Report Process – Approval of Board of Directors Expense Reimbursement

**Observation and implication:**
During our review of Board of Directors' expense reports, we noted that one expense report inspected was approved by an employee not part of the Executive Team. The District's policy is that expense reports related to Board of Directors be approved by the Chief Financial Officer (or alternate member of the Executive Team if not available). KPMG noted that this expense related to an event where the Director was not acting in their capacity as a Board Member, but acting in their capacity as a Chair of a Commission. The budget for meetings of this Commission is assigned to a manager at CRD.

**Update from 2021 Audit:**
A revised Board Remuneration Policy was approved by the Governance Committee on December 8, 2021 and published internally on January 24, 2022. This policy covers Board Directors, Commission members and First Nation members and includes clarification on the approval process.

**5. Expense Report Process - Approval of Chief Administrative Officer Expense Reimbursement**

**Observation and implication:**
During our review of expense reports, we noted that the CAO's expense reports are reviewed and authorized for reimbursement by the CFO, not the Board of Directors. As best practice, expense reports should be approved by an employee's supervisor.

As a preventative control, a guideline was implemented in 2017 requiring the CAO to complete a Training and Development Request form and obtain pre-approval by the Board Chair before the CAO is able to travel or attend an event. As per the guidelines of the pre-approval form, the signed document is kept in the employee's file in the custody and control of the Human Resources department.

**Update from 2021 Audit:**
All expense claims submitted by the CAO are approved by the Chair of the Board. KPMG selected one CAO expense claim from 2021 and verified it followed the new approval process. A new consolidated expense reimbursement policy will be drafted in 2022 that will be applicable for all employees and formalize this practice.

## Appendix D – Definitions

| Terminology | Definition |
|---|---|
| **DEFICIENCY IN INTERNAL CONTROL** | A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing; or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or the person performing the control does not possess the necessary authority or competence to perform the control effectively. |
| **SIGNIFICANT DEFICIENCY IN INTERNAL CONTROL** | A significant deficiency in internal control is a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance. |

Making a difference...together

**REPORT TO THE FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** **2023 Service and Financial Planning Guidelines**

## ISSUE SUMMARY

This report outlines the service and financial planning process for 2023 including key budget drivers for consideration.

## BACKGROUND

The Capital Regional District (CRD) 2023 service and financial planning processes have begun. Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. Appendix A highlights the overall corporate planning process while Appendix B details the timeline specific to the planning cycle.

As in prior years, staff will report progress and seek feedback on strategic priorities at the Committee of the Whole meeting scheduled for May 11. The 2023 planning cycle marks the final year of the CRD Board term and ensures organizational continuity through the development of the next Corporate Plan. Given the transition year, staff aim to limit Initiative Business Cases (IBCs) to supporting approved initiatives and critical prioritized programs.

Impacts for initiatives will be summarized and presented with the 2023 service plans and provisional budget at the Committee of the Whole meeting scheduled for September 21, 2022. As in prior years, to proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization.

## ALTERNATIVES

*Alternative 1*
The Finance Committee recommends to the Capital Regional District Board:
That the service and planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

*Alternative 2*
That this report be referred back to staff for additional information.

## IMPLICATIONS

The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. Additionally, the guidelines inform decision making in consideration of the macro-economic environment and financial health of the organization.

*Governance Implications*

## Board Input

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Upon completion of the annual Board strategic check-in, any new direction will be incorporated into the planning process. The 2023 financial planning process will also reflect feedback from various Commissions. As the final year of the corporate plan, staff will prioritize critical programs and initiatives only.

As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through committee, commission, and CRD Board meetings.

*Financial Implications*

## Financial Planning Guidelines

The financial planning guidelines advise the organization on internal and external drivers to influence management practices with respect to surpluses, reserves, debt, and cost containment measures. This will enable the organization to optimize revenue requirements and minimize requisition increases. Analysis of the following areas influence the guidelines:

1) Economic Conditions
2) Core Service Levels and Infrastructure Investment
3) Financial Management Strategies

### 1) Economic Conditions

Economic drivers and assumptions form the basis of the financial plan. Staff continuously analyze and monitor the impact of various drivers on service delivery and financial performance. Effective management limited cash flow and service impacts through the COVID-19 pandemic, where service delivery and operations are returning to pre-pandemic levels.

Various indicators through 2021 and into early 2022 signal regional economic activity has, in many ways, surpassed pre-pandemic measures. The Bank of Canada is forecasting domestic growth at 4.25% in 2022, 3.25% in 2023 and 2.25% in 2024[1]. In BC, strong labour market conditions continued through March 2022 where provincial employment has increased 3.5%, outpacing all other provinces[2].

The Consumer Price Index (CPI), provincially, as of February 2022, was +4.7% higher year over year where the cost of food increased +5.8%, cost of homeownership increased +8.2%, while rent prices rose +5.1%. The price of gasoline climbed +25.2%, while public transportation rates increased +1.8%. The 12-month annual average is 3.0% in Victoria, 3.4% in BC and 4.1%

[1] Global Growth & CPI data sourced from Bank of Canada April 13, 2022 Press Release: https://www.bankofcanada.ca/2022/04/fad-press-release-2022-04-13/

[2] BC labour market data sourced from Central 1 B.C. Economic Briefing, Volume 28, Issue 14: https://www.central1.com/wp-content/uploads/2022/04/ECON_WEB_BC_20220408.pdf

nationally[3]. The benchmark home value in March 2022 increased by 27.4 % to $1,233,700, up from $1,196,300 in February 2022[4], increasing demand for higher labour market wage rates.

To address inflation, the Bank of Canada has increased the overnight interest rate by 0.75% since January 2022 with further rate hikes expected throughout the year to achieve a target inflation rate of 2%. There are many possible direct and indirect impacts including cost of borrowing, cost of living, construction and overall economic activity in the region.

Pricing and labour pressures will also impact service delivery and infrastructure investment. While population growth and high levels of local economic activity drive higher volume and utilization of CRD services, staff continually monitor cost of delivery to optimize levels of service. In response to a higher degree of uncertainty, more conservative planning assumptions are recommended.

## 2) Core Service Levels and Infrastructure Funding

The CRD Board's 2019–2022 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates.

The most significant costs of service delivery are costs of capital and operating expenses such as salaries and benefits, debt servicing, materials and equipment. Changes in these expenditures will be influenced to a greater degree by uncontrollable economic conditions such as unemployment rates, supply and demand, surcharges, and contractual agreements.

The organization has experienced growth in many core services within the past five years driven by community need and guided by the corporate plan. Service delivery review is an effective tool to evaluate efficacy of existing service delivery while priorities continue to evolve. The organization's approach has been and will continue to include annual Board reviews to prioritize existing services and advance essential initiatives directly identified in the Corporate Plan.

Prioritization will focus on retraction of activities where possible while still balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary adjustment will be kept to 3% in the planning process. Retraction of auxiliary, delayed staffing, and optional levels of resourcing can aid the organization in absorbing cost pressures.

Also supporting the response to growth, more informed infrastructure investment planning has proceeded through the Board approved corporate asset management policy and strategy. Operationalized initiatives including reserve fund policies, maintenance intervention, and a risk-based approach to asset renewal, have contributed to operating and capital cost reductions.

Additional asset-management-financial based initiatives include development and completion of:

- Sustainable Service Delivery plans to maintain and replace existing assets in short, medium, and long term horizons,

[3] BC CPI data sourced from BC Stats Consumer Price Index report released March 16, 2002: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf
[4] At: VREBNewsReleaseFull.pdf – March Report

- Life-Cycle Costing Framework integrating quantitative, qualitative, social, environmental, and economic measures such as climate action and risk management, and
- Library of Financial Guidelines aimed at optimizing financial position, reserves and borrowing capacity while lowering current costs and current revenue.

### 3) Financial Management Strategies

Financial management strategies ensure critical financial objectives are integrated into organizational decision making and operations. The following outlines the financial management strategies that will generally guide financial planning:

- Optimize fees for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset utilization.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or to stabilize revenue requirements.
- Levels of transfers to/from capital reserves supported through development of life cycle funding requirements and optimal levels of debt and debt terms.
- One-time variances resulting in surplus transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements, and only applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

Board approved financial policies and guidelines such as the asset management policy, capital reserve guideline and debt term guideline inform financial planning in a standard way at a service level whereas the strategies given above provide general corporate direction. Additional service level guidelines are under development including operating reserve guidelines and utility rate model guidelines.

## CONCLUSION

Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. To proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization. The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. In response to a high degree of economic uncertainty, more conservative planning assumptions are recommended. Prioritization will focus on balancing cost pressures with ensuring essential service delivery.

## RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

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

## ATTACHMENT(S)

Appendix A: CRD Corporate Planning Framework
Appendix B: 2023 CRD Financial Planning Timetable

# Corporate Planning Framework

Appendix A




Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.

Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

## CRD Timetable for 2023-2027 Financial Plan

| Month | Description |
|---|---|
| May | Executive Leadership Team - Review and Prioritize initiative Business Cases<br>Financial Plan Guidelines |
| May - July | Staff - Service Planning and Budget Preparation |
| August | Executive Leadership Team - Review of Budgets, including Initiative Business Cases |
| September | Electoral Area Committee - Budgets and Initiative Business Cases (Sept 19)<br>Committee of the Whole - Financial Plan and Initiative Business Cases (Sept 21)<br>Board - Approval Provisional Financial Plan (Sept 21) |
| January | Surplus/Deficits - Budget Recast |
| March | Board - Final Bylaw Approval |
| April | Requisition |

Making a difference...together

**REPORT TO FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

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

## ISSUE SUMMARY

A bi-monthly update on external grants activity for the period of February 8, 2022, through April 11, 2022.

## BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented at the March 2022 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress.

## IMPLICATIONS

*Financial Implications*

### Grants / Contributions Awarded

Seven grants are under news embargo.

1. $2,008,362 (total) through Reaching Home Agreements-Government of Canada, Designated Communities stream:
    a. 2022-23: $1,004,181
    b. 2022-24: $1,004,181

2. $282,444 through UBCM's Community Resiliency Investment – 2022 FireSmart Community Funding & Supports Program to support the Capital Region FireSmart Program Establishment Project.

3. $224,000 through Natural Resources Canada Zero Emission Vehicle Awareness Initiative for the Capital Region E-Mobility Awareness Initiative.

4. Up to $40,000 through Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets: Eight Level Two Electric Vehicle Chargers, for corporate fleet chargers.

5. $35,000 through BC Hydro Implementation Offer Program for the Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project.

6. $25,000 through UBCM's Community Emergency Preparedness Fund – 2021 Evacuation Route Planning Stream to support the Evacuation Route Planning: Juan de Fuca, Southern Gulf Islands, Salt Spring Island Project.

## Applications Submitted

Ten CRD applications were submitted and one partnership project:

1. $1,766,905 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the JDF: Anderson Cove Water Main Extension Project.

2. $1,143,948 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the SSI: Cedars of Tuam – New Well and Water Treatment Plant.

3. $535,272 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the SGI: Skana Water System Storage Tank Replacement.

4. $97,508 (total) through Employment and Social Development Canada's 2022 Canada Summer Jobs Program: 5 applications for 37 positions across CRD Services.
    a. Panorama Recreation – Camps, for $35,796.
    b. SEAPARC, for $28,576.
    c. Panorama Recreation – Aquatics, for $15,808.
    d. Salt Spring Recreation, for $13,680.
    e. Regional Parks, for $3,648.

5. $70,000 through Enabling Accessibility Fund's Early Learning and Child Care Program to support the Owl's Nest Preschool Inclusive Outdoor Space Project.

6. $35,000 through BC Hydro Implementation Offer Program for the Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project.

Partnership Project

1. $5,848,328 through Infrastructure Canada's Active Transportation Fund to support the Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project. This application was submitted by Ministry of Transportation and Infrastructure, in partnership with the CRD (Regional Parks).

## Core Area Wastewater Treatment Plant Project Update

The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. As of the deadline of this report, the CRD received the grant holdback from the Federation of Canadian Municipalities in the amount of $250K. Cumulatively, the CRD has received $456.75M of the estimated total of $462M in grant revenues.

*Service Delivery Implications*

**New Grant Opportunities**

Thirty-one new grant calls (includes programs with multiple streams) were issued during the reporting period. Grant Calls in Progress for which the CRD is eligible to apply are featured in Appendix A (see pages 6-7), and in the table below:

| Grant | Deadline | Information |
|---|---|---|
| Jumpstart Community Development Grants | 11-Mar-22 | Provides funding for sport / recreational projects through two streams:<br>1. Operational stream<br>2. Programming stream |
| Family Violence Initiative Fund | 11-Mar-22 | Provides funding to organizations with a related mandate to support response to family violence. |
| Canada Service Corps | 22-Mar-22 | Provides funding through four streams to support youth-related projects:<br>1. Service Placements – National<br>2. Service Placements – Regional<br>3. Micro-Grants<br>4. Micro-Grants Diversity |
| 2022/2023 Community to Community Forum – UBCM | 08-Apr-22 | Provides funding to host a Regional Community to Community Forum. |
| Community Investment Program – Canada Internet Registration Authority | 13-Apr-22 | Provides funding to support community internet projects. |
| Community Grants Program – Victoria Foundation | 14-Apr-22 | Provides funding to support projects that benefits community well-being in the Capital Region. |
| Environmental Damages Fund | 20-Apr-22 | Provides funding through fines to projects for restoration, environmental quality improvement, research/development, and education/awareness. |
| Capacity Building for Water and Wastewater Operators – Indigenous Services Canada | 25-Apr-22 | Provides funding to water and wastewater operators capacity building projects on reserves. |
| Heritage Legacy Fund – Heritage BC | 29-Apr-22 | Provides funding through four streams to support heritage resources projects:<br>1. Heritage Conservation Program<br>2. Heritage Awareness Program<br>3. Heritage Planning Program<br>4. Indigenous Partnership Program |
| CleanBC Industry Fund | 1. 29-Apr-22<br>2. 27-May-22<br>3. 03-Jun-22 | Three streams to reduce GHG emissions in industries:<br>1. Emissions Performance<br>2. Innovation Accelerator<br>3. Project Feasibility Studies |

| Grant | Deadline | Information |
|---|---|---|
| AgriSpirit Fund – Farm Credit Canada | 29-Apr-22 | Provides funding to capital and sustainability projects where the city or town's population is less than 150,000. |
| Asset Management Planning – UBCM | 06-May-22 | Provides funding to support asset management development (planning/training/resources, etc.). |
| CleanBC Go Electric Public Charger Program | 13-May-22 | Provides funding (rebates) for public Direct Current Fast Chargers. |
| 2022 PlanH Healthy Communities Grant Program | 01-Jun-22 | Provides funding through two streams to help advance polices, programs and strategies that improve heath equity:<br>1. Community Connectedness<br>2. Healthy Public Policy |
| Strategic Priorities Fund | 30-Jun-22 | Provides funding for large and regional infrastructure and capacity building projects that support objectives of the Canada Community-Building Fund. |
| Infrastructure Planning Grant | 13-Jul-22 | Funding for local governments to develop/improve long-term plans. |
| Local Food Infrastructure Fund | 15-Jul-22 | Provides infrastructure funding to help create or expand a food system. |
| Disaster Mitigation and Adaptation Fund-Infrastructure Canada | 22-Jul-22 | Provides funding to infrastructure projects to mitigate climate-related risks and disasters. |
| McConnell Foundation Fund | Continuous | Provides funding to support projects through three streams<br>1. Climate<br>2. Reconciliation<br>3. Communities |

## CONCLUSION

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs, as well as informing local partners of these opportunities through the grants dashboard. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bi-monthly basis.

## RECOMMENDATION

There is no recommendation. This report is for information only.

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

## ATTACHMENT(S)

Appendix A: External Grants Dashboard

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

| | Grant Program Links | Application Deadline | Project | Status | Board Resolution | Comments | Grant Ask | % of Total Project (Eligible & Ineligible Costs) |
|---|---|---|---|---|---|---|---|---|
| GRANT APPLICATIONS | CleanBC - BC Hydro Commercial Custom Program | N/A | Panorama Energy Recovery Project | ☑ | N/A | PES - Panorama is the lead | $ 200,000 | 7% |
| | Jumpstart Community Development Program | 01-Feb-20 | Swim Program for Indigenous Children and Youth | ☑ | N/A | PES - Panorama is the lead. Cancelled | $ 2,692 | TBC |
| | Island Health Community Wellness Grant | 26-Feb-20 | Lifeguard Academy for Indigenous Youth | ☑ | N/A | PES - Panorama is the lead. Cancelled | $ 13,264 | TBC |
| | Investing in Canada Infrastructure Program-Rural and Northern Communities Stream | 22-Oct-20 | Maliview Wastewater Treatment Plant Upgrade | ☑ | 9-Sep-20 | SSI Administration is the lead | $ 1,989,000.00 | 88.47% |
| | New Horizons for Seniors Program | 20-Oct-20 | Community Garden Improvements at Greenglade Community Centre | ☑ | N/A | PES - Panorama is the lead | $ 25,000.00 | 100% |
| | CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure | 04-Feb-21 | Salt Spring Island Composting Project | ☑ | 10-Feb-21 | Environmental Resource Management - Partnership project TBC | $ 168,462.00 | 44.44% |
| | Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets | 04-Jun-20 | Eight Level Two Electric Vehicle Chargers, applied for up to $40,000 for corporate fleet chargers. | ☑ | N/A | Climate Action is the lead. Approved for up to $40,000 | TBC | TBC |
| | Zero Emissions Vehicle Incentive Program-Natural Resources Canada | 22-Jun-21 | Capital Region Electric Vehicle Charging Initiative | ☑ | N/A | Climate Action coordinated a joint partnership application with City of Victoria, Township of Esquimalt, and Town of View Royal. Total grant request, $457,500. The CRD's individual grant request is $315,000. | $ 315,000.00 | 34.43% |
| | Canada Community Revitalization Fund | 23-Jul-21 | Revitalization of Centennial Park | ☑ | 8-Sep-21 | SSI Parks and Recreation is the lead | $ 600,000.00 | 75.01% |
| | Natural Resources Canada Zero Emission Vehicle Awareness Initiative | 16-Aug-21 | Capital Region E-Mobility Awareness Initiative | ☑ | N/A | Climate Action is the lead. Approved for $224,000. | $ 224,000.00 | 73.00% |
| | Community Resiliency Investment Program - 2022 FireSmart Community Funding & Supports | 08-Oct-21 | Capital Region FireSmart Program Establishment Project | ☑ | 8-Dec-21 | Protective Services is the lead. Approved for $282,444 | $ 282,444.00 | 100.00% |
| | Disaster Mitigation and Adaptation Fund - Large-Scale Project Stream | 15-Oct-21 | Capital Regional District - Regional Water System Upgrades - Disaster Mitigation and Adaptation Improvement Project | ☑ | Required | IWS is the lead | $ 36,900,000.00 | 42.41% |
| | Community Emergency Preparedness Fund - 2021 Evacuation Route Planning Stream | 19-Nov-21 | Capital Regional District Evacuation Route Planning Project | ☑ | 12-Jan-22 | Protective Services is the lead. Approved for $25,000 | $ 25,000.00 | 83.33% |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

GRANT APPLICATIONS

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Civil Forfeiture Office Grant Program for Specialized Equipment and Training for Police and Related Agencies | 24-Nov-21 | CRD Regional Parks Compliance and Enforcement Program | ☑ | N/A | Regional Parks is the lead | $ | 8,079.75 | 100.00% |
| 2022 Canada Summer Jobs Program | 23-Jan-22 | Canada Summer Jobs at the CRD | ☑ | N/A | Panorama Recreation-Camps ($35,796); SEAPARC ($28,576); Panorama Recreation- Aquatics ($15,808); Salt Spring Recreation ($13,680); Regional Parks ($3,648). | $ | 97,508.00 | TBC |
| Community Emergency Preparedness Fund - 2022 Emergency Support Services | 28-Jan-22 | ESS Modernization Project | ☑ | 9-Mar-22 | Protective Services is the lead | $ | 22,502.40 | 100.00% |
| Enabling Accessibility Fund's Early Learning and Child Care Program | 14-Feb-22 | Owl's Nest Preschool Inclusive Outdoor Space Project | ☑ | N/A | Panorama Recreation is the lead | $ | 70,000.00 | 88.29% |
| Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream | 23-Feb-22 | JDF: Anderson Cove Water Main Extension Project | ☑ | 9-Feb-22 | IWS is the lead | $ | 1,766,905.00 | 71.16% |
| Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream | 23-Feb-22 | SSI: Cedars of Tuam – New Well and Water Treatment Plant | ☑ | 9-Feb-22 | SSI Administration is the lead | $ | 1,143,948.00 | 65.61% |
| Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream | 23-Feb-22 | SGI: Skana Water System Storage Tank Replacement | ☑ | 9-Feb-22 | IWS is the lead | $ | 535,272.00 | 71.45% |
| Scotts' Gro for Good Grant | 28-Feb-22 | Greenglade Community Garden Enhancement Project | ☑ | N/A | Panorama Recreation is the lead | $ | 2,500.00 | 100.00% |
| BC Hydro Implementation Offer Program | 01-Mar-22 | Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources | ☑ | N/A | Climate Action is the Lead. Approved for $35,000 | $ | 35,000.00 | 45.75% |
| Active Transportation Fund | 31-Mar-22 | Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project | ☑ | TBC | Submitted by Ministry of Transportation and Infrastructure, in partnership with the CRD (Regional Parks) | $ | 5,848,328.00 | 38.40% |
| | | | | | TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT) | $ | 202,449,513 | |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

| CORE AREA LIQUID WASTE MANAGEMENT - GRANT FUNDING STATUS | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Grant Program Links | Contribution Terms and Purpose | Status | Board Resolution | Comments | Grant Award Maximum | Redeemed to Date |
| CORE AREA GRANTS | Infrastructure Canada - 3P Funding Agreement (Federal funding) | Lesser of 25% of eligible costs or $83.4M for a bio-solids energy centre treatment facility for wastewater sludge. | | | | $ 41,000,000 | $ 35,750,000 |
| | Infrastructure Canada - Building Canada Fund (Federal funding) | Up to 50% of eligible costs to a maximum of $120M for construction of the McLoughlin Point Wastewater Treatment Plant, marine outfall pipe, and completion of the Victoria Harbour crossing. | | Funding agreements executed. Construction to start in April 2017 as per March 16, 2017 joint media release (Canada, BC, CRD) | | $ 120,000,000 | $ 120,000,001 |
| | Infrastructure Canada - Green Infrastructure Fund (Federal funding | Up to 50% of eligible costs to a maximum of $50 M to upgrade Clover Point and Macaulay Point pump stations, implement attenuation tanks, and upgrade existing pump stations and piping systems. | | | | $ 50,000,000 | $ 50,000,001 |
| | Provincial Funding | The lesser of 1/3 total cost (excluding land acquisition cost) or $248M for construction of the wastewater treatment plant, the energy centre for sludge treatment, and conveyance system upgrades - all serving the Core Area. | | 08-Mar-17 | CRD Board approved execution of the Provincial Agreement | $ 248,000,000 | $ 248,000,000 |
| | FCM - Green Municipal Fund - Water Capital Projects | $3M grant in combination with a $20M loan. | | | | $ 3,000,000 | $ 3,000,000 |
| | TOTALS | | | | | $ 462,000,000 | $ 456,750,002 |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress ( =delay) | Application Done - Outcome pending | Project Done ( =payment pending) | Application Declined | Links to information

**PROJECTS IN PROGRESS**

| Grant Program Links | Dept. | Project Deadline | Project | Status | Lead | Project Cost (Estimate) | Grant Award |
|---|---|---|---|---|---|---|---|
| Bike BC Cycling Infrastructure Program | PES | 30-Jun-21 | E&N Rail Trail Phase 3: Atkins Ave. to Savory School | | PES: Infrastructure Engineering and Facility Management | $ 4,157,536 | $ 1,000,000 |
| Building BC - Community Housing Fund | PPS | 2023 | Caledonia Housing Project | | CRD Housing is the lead. Application is also seeking mortgage subsidy of $666,500 per year. Supported by CRHC resolution 24-Jul-2018. | $ 50,225,725 | $ 15,500,000 |
| FCM Green Municipal Fund - Pilot Project | F&T | 31-Oct-21 | Zero Emissions Fleet Initiative | | Risk Management - Climate Action | $ 1,087,000 | $ 350,000 |
| BC Rural Dividend | PES | 22-Mar-21 | Engineering Design for SGI Regional Trails | | Regional Parks | $ 200,000 | $ 100,000 |
| BC Rural Dividend | SSI | 31-Dec-22 | Shared Service Business Model | | SSI Administration | $ 100,000 | $ 90,750 |
| Affordable Rental Innovation - CMHC | PPS | 31-Dec-21 | Regional Housing First Program | | Regional Housing: Partners include CRD, BC Housing, CMHC at $40M each. | $ 120,000,000 | $ 120,000,000 |
| City of Victoria Housing Reserve Fund | PPS | 2023 | Michigan Housing Project | | PPS-Regional Housing-CRHC | $ 1,395,000 | $ 1,020,000 |
| UBCM-Community Emergency Preparedness Fund-Volunteer & Composite Fire Departments Equipment & Training | PPS | TBD | Joint CRD Volunteer Fire Department Equiptment and Training Project | | PPS | $ 128,372 | $ 114,191 |
| Community Child Care Space Creation Program | SSI | TBD | Multipurpose room for licensed child care and recreation programs | | SSI Administration | TBC | $ 832,725 |
| Community Emergency Preparedness Fund - Emergency Support Services | PPS | 30-Apr-22 | Electoral Area Equipment and Training for Emergency Support Services Modernization | | Protective Services | TBC | $ 24,983 |
| BC Rural Dividend - Rural Community Development Grants | SGI | 31-Dec-22 | SGI Broadband Connectivity - Planning Project | | SGI Administration | TBC | $ 50,000 |
| BC Active Transportation Infrastructure Grants Program | SSI | 31-Dec-21 | Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road | | SSI Administration | $ 700,000 | $ 490,000 |
| Investing in Canada - Community, Culture, Recreation | PES | TBD | Mayne Island Regional Trail - Phase One Development | | PES - Regional Parks | TBC | $ 2,778,393 |
| 2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund | PPS | 2021 | Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project | | Protective Services | $ 25,000 | $ 25,000 |
| BC Hydro Sustainable Communities Implementation Fund | PES | 2021 | Capital Region Electric Vehicle Infrastructure Road Map | | PES - Environmental Protection - Climate Action | $ 71,500 | $ 36,000 |
| Active Transportation Planning Program | SGI | 2022 | Active Transportation Plan for SGI | | SGI Administration | $ 28,240 | $ 20,000 |
| Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation | PPS | TBD | Permanent Affordable Housing under Rapid Housing Initiative | | Regional Housing. Allocation of $13,056,502 | N/A | $ 13,056,502 |
| COVID-19 Safe Restart for Local Governments | FT | 2022 | COVID-19 funding for local governments | | Finance | N/A | $ 1,996,000 |
| 2021-21 Salt Spring Island Transit Annual Operating Agreement | SSI | 2021 | Salt Spring Island Paratransit System funding through Safe Restart. | | SSI Administration | N/A | $ 224,354 |
| Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream | IWS | 2022 | Goldstream Powerhouse Roof | | Regional Water Supply Service | $ 77,160 | $ 76,000 |
| Municipal Asset Management Program-FCM | AM | 2022 | Asset Life-Cycle Assessment Policy and Procedures | | Asset Management | $ 62,500 | $ 50,000 |
| Community Energy Financing - FCM | PES | TBD | Capital Regional Residential Energy Retrofit Program | | PES - Environmental Protection - Climate Action | $ 320,000 | $ 175,000 |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress ( =delay) | Application Done - Outcome pending | Project Done ( =payment pending) | Application Declined | Links to information

**PROJECTS IN PROGRESS**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Province of BC-Ministry of Forests, Lands, Natural Resource Operations and Rural Development | PES | 2022 | Elk/Beaver Lake Oxygenation System project | | PES - Regional Parks | $ | 1,667,000 | $ 750,000 |
| Building BC - Community Housing Fund | PPS | TBD | 2780 Spencer Rd project in partnership with CRHC | | Regional Housing | $ | 19,900,000 | $ 5,900,000 |
| Community Emergency Support Services – Emergency Support Services | PPS | 2021 | CRD ESS Drills and Equipment Funds | | Protective Services | $ | 25,000 | $ 25,000 |
| 2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM | PPS | 31-Dec-22 | Capital Regional FireSmart Economic Recovery | | Protective Services | $ | 137,907 | $ 137,907 |
| 2021 Emergency Operations Centres & Training-Community Emergency Prepardeness Fund | PPS | 27-May-22 | CRD Electoral Area EOC Functional Exercises | | Protective Services | $ | 25,000 | $ 25,000 |
| Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program | IWS | 31-Mar-26 | Magic Lake Estates Wastewater System Renewal | | IWS - Infrastructure Engineering | $ | 12,150,000 | $ 5,653,266 |
| Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream | SSI | 2023 | SSI Drake Road Trail Upgrade Project | | SSI Parks and Recreation | $ | 176,401 | $ 90,127 |
| Strengthening Communities' Services-UBCM | SSI/PPS | 31-Jul-22 | Salt Spring Island Homelessness COVID Response project | | SSI and Regional Housing | $ | 325,570 | $ 308,520 |
| BC Active Transportation Network Planning Grant Program | SSI | 31-Mar-23 | Pedestrian and Cycling Master Plan Update - Salt Spring Island edition 2021 | | SSI Administration | $ | 60,000 | $ 30,000 |
| TD Friends of the Environment Foundation Program | SGI | 05-Oct-22 | Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration | | SGI Administration and Galiano Island Parks and Recreation Commission | $ | 42,964 | $ 6,500 |
| 2021-22 Reaching Home-Government of Canada | PPS | 2022 | Designated Communities ($2,401,331) and Indigenous Homelessness ($1,315,537). | | Regional Housing | $ | 3,716,868 | $ 3,716,868 |
| Salt Spring Island Foundation | SSI | 2022 | Child Care Space Creation - Equipment for New Day Care | | SSI Parks and Recreation | $ | 15,000 | $ 3,000 |
| Enabling Accessibility Fund-Small Projects | PES | 2022 | Improving Accessibility - Panorama Recreation & SEAPARC | | Panorama and SEAPARC | $ | 115,000 | $ 100,000 |
| Canada Nature Fund's Species at Risk Priority Places – Environment and Climate Change Canada Program | PPS | 2023 | Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park (2021-2023) | | Regional Parks | $ | 155,750 | $ 65,000 |
| BC Hydro Community Energy Manager Program | PES | 2023 | Community Energy Specialist from Sept. 2021–Sept. 2023 | | Climate Action | | TBC | $ 100,000 |
| National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream | PPS | TBC | 865 Catherine Street Supportive Housing Project, 45 units | | Regional Housing | $ | 16,989,848 | $ 11,290,921 |
| Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant | PES | 2023 | Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres | | Climate Action | | TBC | $ 148,400 |
| CleanBC Go Electric Fleets Infrastructure Assessment rebate | PES | 2022 | Go Electric Fleets IWS Facility Assessment | | Climate Action | | TBC | $ 4,500 |
| **GRANTS AWARDED as of April 11, 2022** | | | | | | **$** | **274,938,625** | **$ 215,375,944** |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

| | Grant Program Links | Launch Date | Application Deadline | Resolution Needed | Departments Alerted | Status |
|---|---|---|---|---|---|---|
| GRANT CALLS IN PROGRESS | Community Gaming Grant | Ongoing | | Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants. | All | Grant alert sent |
| | Human and Social Programs | | 30-Nov-22 | | | |
| | Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects | Ongoing | Ongoing | Depends on $ value | Standing Item | |
| | Address Improvement Grant | Ongoing | Ongoing | Not Specified | IT | Grant alert sent |
| | BC Hydro Sustainable Communities Program | Ongoing | Ongoing | N/A | Standing Item | |
| | Efficiency BC - Online hub of energy efficiency initiatives | Ongoing | Ongoing | N/A | Standing Item | |
| | Ship-source Oil Pollution Fund | Ongoing | Ongoing | TBD | Standing Item | Grant alert sent |
| | Ecological Gifts Program | N/A | Ongoing | Not Specified | All | Grant alert sent |
| | Federal Lands Initiative | N/A | Ongoing | Not Specified | All | Grant alert sent |
| | National Housing Co-Investment Fund (New Construction, Housing Repair & Renewal, Rental Construction Financing) | N/A | Ongoing | Not Specified | All | Grant alert sent |
| | Poverty Reduction Planning and Action Program – UBCM | N/A | 11-Feb-22 | Required | All | Grant alert sent |
| | Early Learning and Child Care small projects component – Enabling Accessibility Fund | 03-Dec-21 | 14-Feb-22 | Not Specified | All | Grant alert sent |
| | Environmental Quality Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program | 08-Oct-21 | 23-Feb-22 | Required | All | Grant alert sent |
| | Emergency Operations Centre and Training-Community Emergency Preparedness Fund-UBCM | N/A | 25-Feb-22 | Required | All | Grant alert sent |
| | Scotts' Gro for Good Grant | N/A | 28-Feb-22 | Required | All | Grant alert sent |
| | Jumpstart Community Development Grants | 14-Feb-22 | 11-Mar-22 | Not Specified | All | Grant alert sent |
| | Family Violence Initiative | N/A | 11-Mar-22 | Not Specified | All | Grant alert sent |
| | Canada Service Corps Program | N/A | 22-Mar-22 | Not Specified | All | Grant alert sent |
| | Low Carbon Economy Challenge – Expressions of Interest | 27-Jan-22 | 25-Mar-22 | Not Specified | All | Grant alert sent |
| | Active Transportation Fund | N/A | 31-Mar-22 | Not Specified | All | Grant alert sent |
| | Canada Arts Presentation Fund – Professional Arts Festivals and Performing Arts Series Presenters | N/A | 01-Apr-22 | Not Specified | All | Grant alert sent |
| | Rural Transit Solutions Fund – Capital Projects Stream | N/A | 07-Apr-22 | Not Specified | All | Grant alert sent |
| | Canada Internet Registration Authority- Community Investment Program | N/A | 13-Apr-22 | Not Specified | All | Grant alert sent |

# Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

GRANT CALLS IN PROGRESS

| | | | | | |
|---|---|---|---|---|---|
| Community Grants – Victoria Foundation | N/A | 14-Apr-22 | Not Specified | All | Grant alert sent |
| Environmental Damages Fund | N/A | 20-Apr-22 | Not Specified | All | Grant alert sent |
| 2022 Strengthening Communities' Services – UBCM | N/A | 22-Apr-22 | Required | All | Grant alert sent |
| Capacity Building for Water and Wastewater Operators – Indigenous Services Canada | N/A | 25-Apr-22 | Not Specified | All | Grant alert sent |
| Farm Credit Canada - AgriSpirit Fund | N/A | 29-Apr-22 | Not Specified | All | Grant alert sent |
| CleanBC Industry Fund - Multiple Streams and Calls for Proposals | N/A | 29-Apr-22 | Not Specified | All | Grant alert sent |
| Heritage Legacy Fund | N/A | 29-Apr-22 | Not Specified | All | Grant alert sent |
| Community Anniversaries – Building Communities Through Arts and Heritage | N/A | 30-Apr-22 | Not Specified | All | Grant alert sent |
| Asset Management Planning – UBCM | N/A | 06-May-22 | Required | All | Grant alert sent |
| Go Electric Public Charger Program- CleanBC | N/A | 13-May-22 | Not Specified | All | Grant alert sent |
| CleanBC Communities Fund – Green Infrastructure – Investing in Canada Infrastructure Program | 26-Jan-22 | 25-May-22 | Required | All | Grant alert sent |
| 2022 PlanH Healthy Communities Grant Program | N/A | 01-Jun-22 | Not Specified | All | Grant alert sent |
| Strategic Priorities Fund | 01-Apr-22 | 30-Jun-22 | Required | All | Grant alert sent |
| Infrastructure Planning Grant | N/A | 13-Jul-22 | Required | All | Grant alert sent |
| Local Food Infrastructure Fund | 01-Jun-22 | 15-Jul-22 | Required | All | Grant alert sent |
| Disaster Mitigation and Adaptation Fund-Infrastructure Canada | N/A | 22-Jul-22 | Not Specified | All | Grant alert sent |
| CleanBC Go Electric Fleets Program | N/A | 31-Mar-23 | Not Specified | All | Grant alert sent |
| McConnell Foundation Fund | N/A | Continuous | Not Specified | All | Grant alert sent |
| Zero Emission Transit Fund – Infrastructure Canada | N/A | Continuous | Not Specified | All | Grant alert sent |
| Cultural Spaces Fund – Making Cultural Spaces Safe During COVID-19 Initiative | N/A | Continuous | Not Specified | All | Grant alert sent |
| MITACS – Municipal Support Grants | N/A | Continuous | Not Specified | All | Grant alert sent |
| Community Buildings Retrofit Initiative- FCM | N/A | Continuous | Required | All | Grant alert sent |
| Canada Arts Presentation Fund-Development | N/A | Continuous | Not Specified | All | Grant alert sent |
| Green Municipal Fund: Local Home-Energy Upgrade Financing Program-FCM | N/A | Continuous | Required | All | Grant alert sent |
| Economic Development Readiness Program-ICET | N/A | Continuous | Not Specified | All | Grant alert sent |
| Municipal Asset Management Program - FCM | N/A | Continuous | Required | All | Grant alert sent |
| Sustainable Affordable Housing-Green Municipal Fund-FCM | N/A | Continuous | Required | All | Grant alert sent |
| Smart Renewables and Electrification Pathways Program | N/A | Continuous | Not Specified | All | Grant alert sent |
| Municipal Natural Assets Initiative-Expressions of Interest | 08-Oct-19 | TBD | Not Specified | All | Grant alert sent |

## Grants Administration Dashboard  Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information

| Funding Sources / Plans | Description | Possible Timing | Links |
|---|---|---|---|
| FUNDING INITIATIVES: ONGOING SCAN | | | |
| UBCM Local Government Program Services 2022 | List of Local Government Programs and Services | | |
| GRANTS FORECAST | | | UBCM Grants: Age-Friendly Communities, TBD<br>Celebrate Canada-Canadian Heritage Grants<br>ICIP: COVID-19 Resilience Stream – Ventilation Improvement<br>Island Health Community Wellness Granting Program  2022 intake, TBD |

Making a difference...together

**REPORT TO THE FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** **Capital Regional District External Grants 2021 Annual Report**

## ISSUE SUMMARY

This report provides a summary of the Capital Regional District (CRD) external grants activity for the period of January 1, 2021, through December 31, 2021.

## BACKGROUND

The CRD applies for grants through a decentralized business model. Services maximize grant revenues by applying for funding to support projects in their service and financial plans. The CRD grants division supports services in their pursuit of granting opportunities and corporately reports bi-monthly and annually to the Finance Committee on all external grants activity. To ensure revenue management and cost effective service delivery, staff continually monitor external grant programs to align and adjust work plans with potential granting opportunities. Appendix A details external grants activity and application status as of December 31, 2021.

COVID-19 has uniquely impacted grants for the past two years. While grant programs resumed semi-normal activity in 2021, funders continue to offer COVID-19 related streams to organizations to aid in relief and recovery, recognizing challenges and hardships endured during and following the pandemic. Staff continue to pursue requests that are in alignment with the Board's community needs, as illustrated in Appendix B.

## IMPLICATIONS

*Financial Implications*

The grants function tracks key performance indicators to enable effective performance measurement. The following is a summary of grant activity during 2021 excluding those under communications embargo.

### 2021 Activity

1. 54 Grant alerts circulated
2. Grant application activity
    - 50 submitted applications in 2021
    - 37 applications approved
    - 14 pending results
    - 20 declined / 2 cancelled
3. Grant coordination and reporting
    - 6 External Grants Staff Reports were provided bi-monthly to the Finance committee.

- 4 Annual Reports, including those for External grants, Grants-in-Aid, and Two Community Works Fund (internal and external) Reports.
- 7 Other Grant Reports, including reports related to the Investing in Canada Infrastructure Program, grant processes, Regional GIA, and Safe Restart funding.

  In 2021, the external grants function moved to bi-monthly reporting, and with the introduction of the Safe Restart funding, this increased the amount of special grant related reports for 2021.

4. Financial administration
5. Internal and External Stakeholder Engagement

The following table provides an overview of awards for the past 2 years.

**Table 1: Grants Awarded for 2021**

| Grants Awarded | 2021 | 2020 |
|---|---|---|
| Core Area Wastewater Treatment Project (CAWTP)[1] | $81.8M | $149.1M |
| Regional Housing First Program (RHFP)[2]<br>Canada Mortgage and Housing Corporation (CMHC) grant | $5.8M | $4.2M |
| External Grants Awarded | $29.3M | $31.2M |
| **Total** | **$116.9M** | **$187.5M** |
| Rate of Return (excludes CAWTP/RHFP) | 33x | 35x |

[1.] At the end of 2021, CAWTP had collectively year to date received $420.8M in funding from provincial and federal programs.

[2.] RHFP includes funding from the CRD, BC Housing (contribution), and CMHC (grant). In 2020, each partner committed $40M towards affordable housing, for a total of $120M. These are not grants received by the CRD, but are funds distributed to third parties.

## CONCLUSION

Staff continue to monitor and track key performance indicators, which are driven by the variability of external grant programs availability. The grants function works with CRD services to maximize grant programs as appropriate. Staff proactively manage the various processes for optimal financial management and adjust work plans when funding programs become available and capacity and resources permits.

## RECOMMENDATION

There is no recommendation. This report is for information only.

| | |
|---|---|
| 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: Capital Regional District External Grants Activity 2021
Appendix B: Alignment with Community Needs

# Appendix A Capital Regional District External Grants Activity 2021

## Approved

| No. | Grant Program | Project | Amount Approved ($) |
|---|---|---|---|
| 1 | National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream | 865 Catherine Street Supportive Housing Project, 45 units | 11,290,921 |
| 2 | Building BC – Community Housing Fund | 2780 Spencer Rd project in partnership with the Capital Regional Housing Corporation | 5,900,000 |
| 3 | Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality | Magic Lake Estates Wastewater Service (Pender Island) System Renewal | 5,653,266 |
| 4 | 2021-22 Reaching Home Agreements – Government of Canada – Designated Communities | Designated Communities | 2,401,331 |
| 5 | 2021-22 Reaching Home Agreements – Government of Canada – Indigenous Homelessness | Indigenous Homelessness | 1,315,537 |
| 6 | Province of BC – Ministry of Forests, Lands, Natural Resource Operations and Rural Development | Elk/Beaver Lake Oxygenation System Project | 750,000 |
| 7 | COVID-19 Safe Restart Grants for Local Governments | Local Government COVID-19 Support | 575,000 |
| 8 | UBCM – Strengthening Communities' Services | Salt Spring Island Homelessness COVID Response Project | 308,520 |
| 9 | Federation of Canadian Municipalities – Community Efficiency Financing | Capital Regional Residential Energy Retrofit Program | 175,000 |
| 10 | UBCM – Community Resiliency Investment Program – FireSmart Economic Recovery Fund | Capital Regional FireSmart Economic Recovery | 137,907 |
| 11 | Enabling Accessibility Fund | Improving Accessibility – Panorama Recreation & SEAPARC | 100,000 |
| 12 | BC Hydro Community Energy Manager Program | CRD's Community Energy Specialist from September 2021 – September 2023 | 100,000 |
| 13 | Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program | SSI Drake Road Trail Upgrade Project | 90,127 |
| 14 | Climate Action Revenue Incentive Program | Climate Action Revenue Incentive Program | 87,073 |
| 15 | Community Economic Recovery Infrastructure Program – Unique Heritage Infrastructure Stream | Goldstream Powerhouse Roof | 76,000 |
| 16 | Canada Nature Fund – Species at Risk Priority Places – Environment and Climate Change Canada Program | Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park | 65,000 |
| 17 | 2021 Regional District Grant – Unconditional | Regional District Grant | 60,000 |
| 18 | Federation of Canadian Municipalities – Municipal Asset Management Program | Life Cycle Assessment Guide and Tool | 50,000 |
| 19 | Canada Summer Jobs | Panorama – Greenglade | 31,757 |
| 20 | BC Active Transportation Network Planning Grant Program | Update of the Pedestrian and Cycling Master Plan – SSI edition with a focus on a master transportation plan for Ganges Village | 30,000 |
| 21 | UBCM – Community Emergency Preparedness Fund – 2021 Emergency Support Services | CRD ESS Drills and Equipment Funds | 25,000 |
| 22 | UBCM – Community Emergency Preparedness Fund – 2021 Emergency Operations Centres & Training | CRD Electoral Area EOC Functional Exercises | 25,000 |
| 23 | Canada Summer Jobs | SEAPARC | 20,830 |
| 24 | UBCM 2020 Active Transportation Grant | Active Transportation Plan for the Southern Gulf Islands | 20,000 |
| 25 | Provincial Urban Deer Cost Share Program | Enhanced Eco-Cultural Restoration Partnership Proposal | 18,000 |
| 26 | Canada Summer Jobs | Panorama – Aquatics | 16,609 |
| 27 | Canada Summer Jobs | Salt Spring Island – Parks & Rec | 6,528 |
| 28 | TD Friends of the Environment Foundation Program | Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration | 6,500 |
| 29 | CleanBC Go Electric Fleets Infrastructure Assessment Rebate | Go Electric Fleets IWS Facility Assessment | 4,500 |
| 30 | Canada Summer Jobs | Panorama – Tennis | 4,450 |
| 31 | Canada Summer Jobs | Panorama – Summercamp | 3,374 |
| 32 | Canada Summer Jobs | Regional Parks | 3,192 |
| 33 | Canada Summer Jobs | Integrated Water Services | 3,172 |
| 34 | Salt Spring Island Foundation | Child Care Space Creation – Equipment Project | 3,000 |
| 35 | CRD Traffic Safety Commission | CRD Walk and Wheel to School 2021 | 3,000 |
| 36 | Foundations of Youth Grant – Salt Spring Island Foundation | Salt Spring Lifeguard School Program | 500 |
| 37 | ParticipACTION Community Better Challenge | Swim the Southern Gulf Islands | 400 |
| | | **Total** | **29,361,494** |

## Pending

| No. | Grant Program | Project | Grant Request ($) |
|---|---|---|---|
| 1 | 2021 Disaster Mitigation and Adaptation Fund | Regional Water Supply Project | 36,900,000 |
| 2 | Investing in Canada Infrastructure Program – Rural and Northern Communities | SSI: Maliview Wastewater Treatment Plant Upgrade | 1,989,000 |
| 3 | Canada Community Revitalization Fund | Revitalization of Centennial Park in Ganges Village | 600,000 |
| 4 | Natural Resources Canada – Zero Emissions Vehicle Incentive Program | Capital Region Electric Vehicle Charging Initiative | 315,000 |
| 5 | UBCM – Community Resiliency Investment Program – 2022 FireSmart Community Funding & Supports | Capital Region FireSmart Program Establishment Project | 283,719 |
| 6 | Natural Resources Canada – Zero Emission Vehicle Awareness Initiative | Capital Region E-Mobility Awareness Initiative | 224,000 |
| 7 | CleanBC – BC Hydro Commercial Custom Program | Panorama Energy Recovery Project | 200,000 |
| 8 | CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure | Salt Spring Island Composting Project | 168,462 |
| 9 | Federation of Canadian Municipalities – Green Municipal Fund – Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant | Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres | 148,400 |
| 10 | Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets | Eight Level Two Electric Vehicle Chargers | 40,000 |
| 11 | UBCM – Community Emergency Preparedness Fund – 2021 Evacuation Route Planning Stream | Capital Regional District Evacuation Route Planning | 25,000 |
| 12 | New Horizons for Seniors | Community Garden Improvements at the Greenglade Community Centre | 25,000 |
| 13 | Civil Forfeiture Office – Grant Program for Specialized Equipment and Training for Police and Related Agencies | CRD Regional Parks Compliance and Enforcement Program | 8,080 |
| 14 | UBC Sustainability Scholars Program | Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD | 6,900 |
| | | **Total** | **40,933,561** |

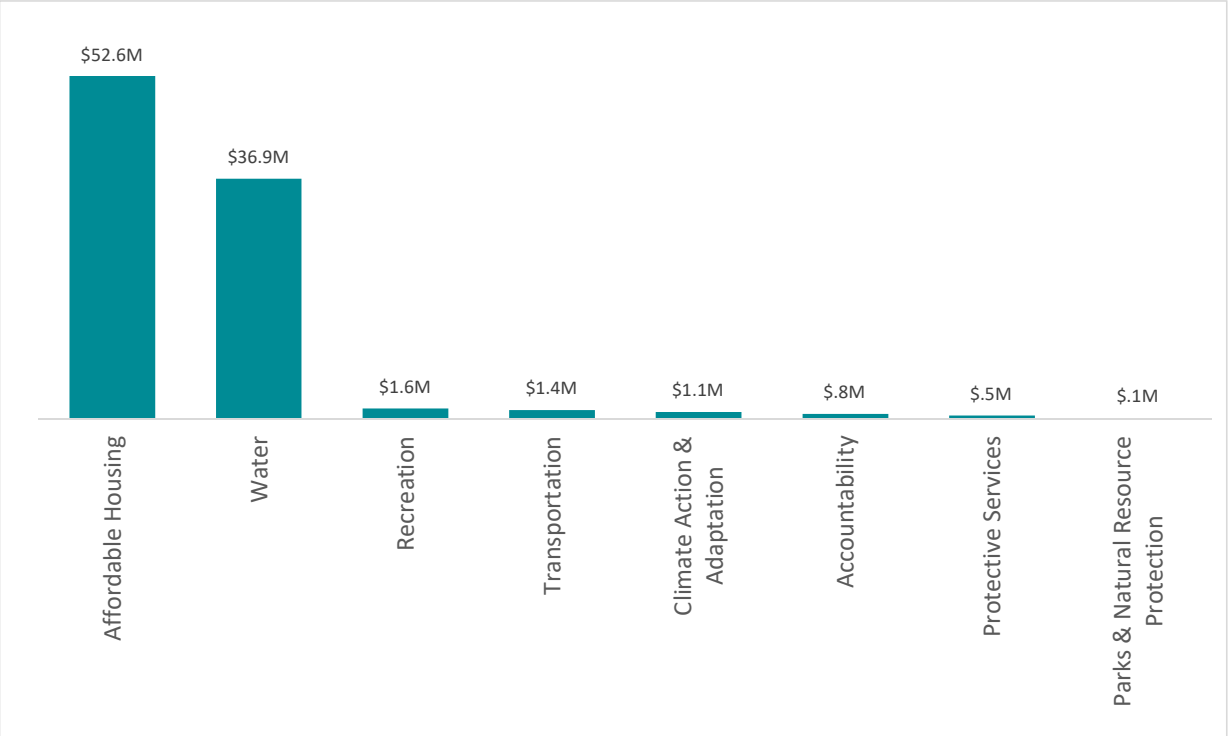
## Declined/Cancelled

| No. | Grant Program | Project | Grant Request ($) |
|---|---|---|---|
| 1 | 2020 Disaster Mitigation and Adaptation Fund | Construction of Regional and Sub-Regional Seismically Resilient Water Supply (Declined) | 36,900,000 |
| 2 | National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream | 1053 Meares Street Supportive Housing Project, 50 units (Declined) | 14,935,789 |
| 3 | National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream | 150 Drake Road Supportive Housing Project, 35 units (Declined) | 11,616,000 |
| 4 | National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream | 1176 Yates Street Supportive Housing Project, 46 units (Declined) | 10,777,784 |
| 5 | Investing in Canada Infrastructure Program – Green Infrastructure – CleanBC Communities Fund | Panorama Energy Recovery Project (Declined) | 1,972,430 |
| 6 | Investing in Canada Infrastructure Program – Rural and Northern Communities | JDF: Port Renfrew Water Supply Line Replacement Project (Declined) | 1,573,918 |
| 7 | Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality | JDF Water Distribution Service for Anderson Cove Water Service Extension in East Sooke (Declined) | 1,460,000 |
| 8 | Investing in Canada Infrastructure Program – Rural and Northern Communities | SGI: Lyall Harbour Boot Cove Water Service Improvements Project (Declined) | 1,110,600 |
| 9 | Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program | Regional Galloping Goose Bridge Replacements & Repair Project (Declined) | 1,000,000 |
| 10 | Investing in Canada Infrastructure Program – Community, Culture and Recreation | Elk/Beaver Lake Oxygenation System Project (Declined) | 700,000 |
| 11 | Investing in Canada Infrastructure Program – Community, Culture and Recreation | SSI: Fernwood Elementary School Athletic Field Upgrades Project (Declined) | 646,587 |

| No. | Grant Program | Project | Grant Request ($) |
|---|---|---|---|
| 12 | Community Economic Recovery Infrastructure Program – Community Economic Resilience Stream | Community Economic Resilience Stream: Revitalization of Greenglade Community Centre Outdoor Space (Declined) | 329,520 |
| 13 | Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program | SGI Pender Island Alice Church Multi-Modal Trail (“Einar’s Hill By-Pass”) (Declined) | 235,778 |
| 14 | Canada Healthy Communities Initiative: Intake 1 | Centennial Park Plaza Project (Declined) | 100,000 |
| 15 | Canada Healthy Communities Initiative: Intake 2 | Centennial Park Plaza Project (Declined) | 100,000 |
| 16 | Habitat Stewardship Program for Species at Risk | State of Species at Risk for Regional Parks (Declined) | 49,806 |
| 17 | Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program | JDF Willis Point Fire Department Water Supply Expansion (Declined) | 41,865 |
| 18 | Canadian Parks and Recreation Association – Youth Employment Experience | Salt Spring Island Parks Attendant Position (Declined) | 31,309 |
| 19 | UBCM – Community Emergency Preparedness Fund – 2020 Evacuation Route Planning | Evacuation Route Planning (Declined) | 21,863 |
| 20 | Community Wellness Grant – Island Health | Lifeguard Academy for Indigenous Youth (Cancelled) | 13,264 |
| 21 | Salt Spring Island Foundation | Centennial Park Gazebo (Declined) | 9,000 |
| 22 | Jumpstart Canada Tire – Community Development | Swim Program for Indigenous Youth (Cancelled) | 2,692 |
| | | **Total** | **83,628,206** |

# Appendix B Alignment with Community Needs

**2021 Community Needs Aligned with Grant Request ($ Amount Applied)**
The following graph highlights services' pursuit of grant applications in relation to the CRD's identified community needs.



Making a difference...together

**REPORT TO FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** **2021 Safe Restart Program Update**

## ISSUE SUMMARY

This report provides a summary of the COVID-19 Safe Restart Grants for Local Governments activity for Regional and Local Area Services up to December 31, 2021.

## BACKGROUND

The COVID-19 Safe Restart Grants for Local Governments provided $425 million across the province to assist local governments impacted by COVID-19. The CRD received nearly $2 million through two disbursements: $1.4 million in November 2020 and $0.6 million in March 2021. The CRD Board resolved (at the December 2020 and April 2021 meetings) to use the Ministry of Municipal Affairs and Housing formulae to allocate each disbursement. The two disbursements are summarized below.

**Table 1: Safe Restart Funding Allocation**

| Safe Restarting Funding Allocation | November 2020 ($) | March 2021 ($) | Total Allocated Funding ($) |
|---|---|---|---|
| Allocation for Regional Services | 1,246,000 | 250,000 | 1,496,000 |
| Allocation for Local Area Services | 175,000 | 325,000 | 500,000 |
| **Total COVID-19 Safe Restart Grant** | **1,421,000** | **575,000** | **1,996,000** |

The program stipulated regional districts must allocate their funding to services by December 31, 2021. For various reasons, the Province did not require municipalities to meet the allocation deadline. It is anticipated that local governments will utilize the funding for response and post-recovery expenses, including those incurred from 2020-2021 and into 2022. All program funding received by the CRD has been fully allocated in compliance with program deadlines.

## IMPLICATIONS

*Service Delivery Implications*

Safe Restart Funds were used in alignment with eligible project categories to assist Regional and Local services in response to COVID-19. Safe Restart Funds supplemented revenue shortfalls, supported operational recovery and the corporate Emergency Operations Centre (EOC). Through the Local Area Services allocation, EA Directors added the funding to the Electoral Areas' Grants-in-Aid Program to assist local communities.

*Financial Implications*

The following table provides a summary of the Safe Restart funding allocations and expenses for both Regional and Local area services.

**Table 2: Safe Restart Financial Summary of Regional and Local Area Services**

| Service | Grant Allocation ($) | Funds Spent 2020-2021 ($) | Funds Committed 2022 ($) |
|---|---|---|---|
| Regional Services | 1,496,000 | 1,219,070 | 276,930 |
| Juan de Fuca Services | 123,000 | 98,288 | 24,712 |
| Salt Spring Island Services | 264,000 | 220,918 | 43,082 |
| Southern Gulf Islands Services | 113,000 | 113,000 | - |
| **Total** | **1,996,000** | **1,651,276** | **344,724** |

Appendix A details the initiatives approved and expended through December 31, 2021, for Regional and Local Area Services. The remaining balance has been committed in the 2022 Financial Plan for those approved initiatives.

## CONCLUSION

As part of the Province's commitment to help local governments, the CRD received nearly $2 million in funding through the COVID-19 Safe Restart Grants for Local Government. Funds were allocated to both Regional and Local Area Services in alignment with the December 31, 2021, deadline. Funds continue to be spent for approved initiatives in 2022.

## RECOMMENDATION

There is no recommendation. This report is for information only.

| | |
|---|---|
| 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: Safe Restart Funding for Local Governments – Regional and Local Services Projects

## Appendix A Safe Restart Funding for Local Governments – Regional and Local Services Projects

**REGIONAL**

| No. | Service Area | Project | Grant Allocation ($) | Funds Spent 2020-2021 ($) | Funds Committed 2022 ($) |
|---|---|---|---|---|---|
| 1 | Corporate Emergency | Emergency Operations Centre (EOC) 2020 | 302,200 | 302,200 | - |
| 2 | Capital Regional Housing Corporation | Capital Regional Housing Corporation – Revenue Shortfalls | 295,000 | 295,000 | - |
| 3 | Regional Parks | Regional Parks COVID-19 Response | 200,000 | 200,000 | - |
| 4 | Information Technology | Equipment and Staff Request for AV Support during COVID-19 | 197,180 | 65,757 | 131,423 |
| 5 | Human Resources and Corporate Safety | Appointment of Safety Manager – COVID-19 Funding | 170,500 | 131,505 | 38,995 |
| 6 | Corporate Emergency | Regional Emergency Planning Response | 136,000 | 94,570 | 41,430 |
| 7 | Corporate Emergency | Emergency Operations Centre (EOC) 2021 | 83,810 | 83,810 | - |
| 8 | Corporate Emergency | Allowance for Ineligible Emergency Management BC (EMBC) Claims for 2020 EOC Costs | 60,000 | 5,452 | 54,548 |
| 9 | Corporate Communications | Virtual Public Consultation Capacity during COVID-19 | 49,110 | 39,101 | 10,009 |
| 10 | Corporate Service | Legislative Services COVID-19 Business Continuity Management Planning | 2,200 | 1,675 | 525 |
| | | **Total** | **1,496,000** | **1,219,070** | **276,930** |

**JUAN DE FUCA**

| No. | Service Area | Project | Grant Allocation ($) | Funds Spent 2020-2021 ($) | Funds Committed 2022 ($) |
|---|---|---|---|---|---|
| 1 | JDF Grants-in-Aid | One Time Supplementary GIA Safe Restart | 61,078 | 42,573 | 18,505 |
| 2 | Port Renfrew Fire Department | Port Renfrew Fire Department PPE and Cleaning Supplies | 8,260 | 8,260 | - |
| 3 | JDF Planning | JDF Meeting Room Electronic Meeting Equipment | 8,750 | 8,750 | - |
| 4 | Otter Point Fire Department | Otter Point Fire Department PPE and Cleaning Supplies | 7,480 | 7,480 | - |
| 5 | Willis Point Fire Protection | Willis Point Fire Protection PPE and Cleaning Supplies | 7,220 | 5,301 | 1,919 |
| 6 | Shirley Fire Department | Shirley Fire Department PPE and Cleaning Supplies | 7,200 | 7,200 | - |
| 7 | East Sooke Fire Department | East Sooke Fire Department PPE and Cleaning Supplies | 7,200 | 5,367 | 1,833 |
| 8 | JDF Parks | JDF Parks Toilets Rental in the Parks | 7,140 | 4,685 | 2,455 |
| 9 | JDF Community Recreation | Port Renfrew Community Hall Revenue Shortfall | 3,982 | 3,982 | - |
| 10 | East Sooke Fire Department | East Sooke Community Hall Revenue Shortfall | 3,690 | 3,690 | - |
| 11 | SEAPARC | SEAPARC COVID-19 Relief Support | 1,000 | 1,000 | - |
| | | **Total** | **123,000** | **98,288** | **24,712** |

**SALT SPRING ISLAND**

| No. | Service Area | Project | Grant Allocation ($) | Funds Spent 2020-2021 ($) | Funds Committed 2022 ($) |
|---|---|---|---|---|---|
| 1 | SSI Community Parks | Revenue Shortfalls for Saturday Market in 2020 | 125,937 | 125,937 | - |
| 2 | SSI Parks and Recreation | SSI Parks and Recreation Revenue Shortfalls for Recreation Programs in 2020 | 40,000 | 40,000 | - |
| 3 | SSI Park Land and Pool | Revenue Shortfalls due to Reduced Pool Capacity and Program Cancellations for 2021 | 39,928 | 39,928 | - |
| 4 | SSI Grants-in-Aid | One Time Supplementary GIA Safe Restart | 35,000 | - | 35,000 |
| 5 | SSI Administration | Electronic Virtual Meeting Improvements | 11,800 | 3,718 | 8,082 |
| 6 | SSI Economic Development | Economic Development Coordinator | 10,000 | 10,000 | - |
| 7 | SSI Parks and Recreation | Revenue Shortfalls for Recreation Programs in 2020 | 1,335 | 1,335 | - |
| | | **Total** | **264,000** | **220,918** | **43,082** |

**SOUTHERN GULF ISLANDS**

| No. | Service Area | Project | Grant Allocation ($) | Funds Spent 2020-2021 ($) | Funds Committed 2022 ($) |
|---|---|---|---|---|---|
| 1 | SGI Grants-in-Aid | One Time Supplementary GIA Safe Restart | 113,000 | 113,000 | - |
| | | **Total** | **113,000** | **113,000** | **-** |

Making a difference...together

**REPORT TO FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** **2022 Federal Budget Highlights**

## ISSUE SUMMARY

To provide the Committee with a high level review of potential impacts on CRD services in the 2022 Federal Budget.

## BACKGROUND

On April 7, 2022, Deputy Prime Minister and Minister of Finance Chrystia Freeland tabled the 2022 Federal Budget. This information report is intended to provide highlights on items relating to services provided by the Capital Regional District, Capital Regional Hospital District, and Capital Region Housing Corporation. While these highlights have been focused on organizational impacts, there was an attempt to include potential implications for member municipalities and electoral areas.

This is not intended to be a comprehensive budget review.

## IMPLICATIONS

Refer to Appendix A for a CRD, CRHD, and CRHC perspective on the Federal Budget including potential impacts to member municipalities and electoral areas.

The hyperlinked 2022 Budget and Fiscal Plan[1] is the main budget document from the Ministry of Finance that lays out the Federal Government's five-year fiscal plan, including economic outlook, revenues, spending, tax measures, and forecasting risks and assumptions.

## RECOMMENDATION

There is no recommendation. This report is for information only.

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

## ATTACHMENT(S)

Appendix A: 2022 Federal Budget Highlights

[1] https://budget.gc.ca/2022/pdf/budget-2022-en.pdf

## Highlights of the 2022 Federal Budget

The 2022 budget estimates the 2021-22 fiscal year deficit to be ($114B) and the accumulated deficit to reach $1.16T. The budget estimates continued annual deficits for the next 5 years of;

- 2022/23 $52.8B deficit
- 2023/24 $39.9B deficit
- 2024/25 $27.8B deficit
- 2025/26 $18.6B deficit
- 2026/27 $8.4B deficit

Forecasted debt at the end of this 5 year budget will reach $1.3T. Real GDP growth is projected to be 3.9% in 2022, and 3.1% in 2023 before leveling off to 2% for 2024 and beyond. The national unemployment rate is projected to be 5.8% in 2022 before normalizing to 5.5% for 2023 onwards.

## Federal Budget Highlights Impacting CRD & Member Municipalities

### 1. Affordable Housing

- $4B over five years, starting in 2022, to launch a new Housing Accelerator Fund for incentives and up-front funding in municipal housing planning and delivery to speed up development. **[CRHC, municipalities/EAs]**
  $1.5B over two years, starting in 2022, to extend the Rapid Housing Initiative. This new funding is expected to create at least 6,000 new affordable housing units, with at least 25 per cent of funding going towards women-focused housing projects. **[CRHC, municipalities/EAs]**
- *Investments in Co-Investment and Co-Operative housing;*
  - $2.9B of advance funding for the National Housing Co-Investment Fund for supporting the construction and repair of homes for the most vulnerable. **[CRHC, municipalities/EAs]**
    - Including $500 million to launch a new Co-operative Housing Development Program aimed at expanding co-op housing. **[CRHC, municipalities/EAs]**
  - $1B in loans to be re-allocated from the Rental Construction Financing Initiative to support co-op housing projects. **[CRHC, municipalities/EAs]**
- $150M over five years, starting in 2022-23, to Natural Resources Canada to develop the Canada Green Buildings Strategy that will drive building code reform. **[CRHC, building inspection, facilities, climate action, municipalities/EAs]**
- $562M over two years, beginning in 2024-25, for Infrastructure Canada to continue providing doubled annual funding for the federal homelessness strategy. **[CRHC, municipalities/EAs]**
- $475 million in 2022-23 to provide a one-time, $500 payment to those facing housing affordability challenge. **[CRHC, municipalities/EAs]**
- Leveraging transit funding for housing. The pandemic had an impact on public transit ridership. On March 25, 2022, the government tabled a bill to authorize up to $750 million to support municipalities as they address their public transit shortfalls. To increase the impact of this investment, the proposed funding will be conditional on Provinces matching the federal contribution to accelerate their municipalities to build more homes. **[CRHC, transportation, municipalities/EAs]**

## 2. Climate Action

- $1.7B over five years to extend incentives for the Zero-Emission Vehicles program, in addition to increasing the maximum price per vehicle to $65,000. **[climate action, fleet, municipalities/EAs]**
- Electric vehicle infrastructure
  - $500M in large-scale urban and commercial ZEV charging and refueling. **[climate action, facilities, fleet, municipalities]**
  - $400M to deploy ZEV charging infrastructure in sub-urban and remote communities. **[climate action, facilities, fleet, EAs]**
- $548M over four years to launch a new purchase incentive program for medium- and heavy-duty ZEVs to help businesses upgrade their fleets. **[climate action, fleet, municipalities/EAs]**
- $250M over four years to support pre-development activities of clean electricity projects of national significance, such as inter-provincial electricity transmission projects. **[climate action, municipalities/EAs]**
- $600M over seven years for the Smart Renewables and Electrification Pathways Program to support additional renewable electricity and modernization projects. **[climate action, municipalities/EAs]**
- $25M to establish Regional Strategic Initiatives to work with provinces, territories, and relevant stakeholders to develop net-zero energy plans. **[climate action, planning, municipalities/EAs]**

## 3. Reconciliation and Services

- $11B over six years to support Indigenous children, families and communities, including housing, access to health, social and educational services. **[FNR, CRHC, health and planning, municipalities/EAs]**
  - $400M to improve infrastructure on reserves, including $247 million for water and wastewater infrastructure. **[water and wastewater services, municipalities/EAs]**
  - $210M to help communities document, locate and memorialize burial sites at former residential schools including $5M for RCMP to assist in community-led investigations into burial sites. **[FNR, municipalities/EAs]**
- $30B over five years to build a Canada-wide early learning and child care system in collaboration with provinces, territories, and Indigenous partners. By 2025-26, the average child care fee for all regulated child care spaces across Canada will be $10 a day. **[recreation, municipalities/EAs]**

## 4. Jobs and Growth

- $84.2M over four years to double funding for the Union Training and Innovation Program, to succeed in skilled trades. **[human resources, various services across the CRD, municipalities/EAs]**
- $15B over five years for the establishment of the Canada Growth Fund to attract private sector investment and will target 3 dollars of private for every 1 dollar of public capital. **[various services across the CRD, municipalities/EAs]**

## 5. Other Areas of Interest with Potential Service Implications

### *Affordable Housing*

- Introduction of a Multigenerational Home Renovation Tax Credit, which would provide up to $7,500 in support for constructing a secondary suite for a senior or an adult. **[CRHC, municipalities/EAs]**
- Introduction of a Tax-Free First Home Savings Account for first-time home buyers – similar to the RRSP program except non-taxable, they can save up to $40,000.
- Doubling the First-Time Home Buyers' Tax Credit amount to $10,000, providing direct support to home buyers, applying to homes purchased on or after January 1, 2022.
- Doubling the expense limit of the Home Accessibility Tax Credit to $20,000 for accessibility renovations or alterations. **[health and planning, municipalities/EAs]**
- Anti-flipping rules introduces new legislation that residential property sales with less than 12 months ownership would be subject to full taxation of gains.
- Prohibition of foreign enterprises and people who are not Canadian citizens or permanent residents from acquiring non-recreational, residential property in Canada for a period of two years.

### *Climate Action*

- Additional $2.0B over nine years to renew and expand the Oceans Protection Plan. **[FNR, EAs]**
- $43.5M over five years and $8.7 million ongoing to create a new Canada Water Agency. **[water services FNR, EAs]**
- $19.6M in 2022-23 to sustain the Freshwater Action Plan. **[various water services]**
- Department of Finance will engage with experts to establish an investment tax credit of up to 30% focused on net-zero technologies, battery storage solutions, and clean hydrogen. **[climate action, fleet, facilities, municipalities/EAs]**

### Reconciliation and Services

- $5.3B to provide dental care for Canadians with incomes of less than $90,000 annually, with full implementation by 2025. **[human resources, municipalities/EAs]**
- $100M over three years for the Substance Use and Addictions Program to support harm reduction, treatment, and prevention at the community level. **[health and planning, municipalities/EAs]**
- $140M over two years for the Wellness Together Canada portal that provides tools and services to support mental health and well-being. **[health and planning, municipalities/EAs]**
- $100M over three years to support the mental health of Canadians most affected by COVID-19. **[human resources, municipalities/EAs]**

### *Jobs & Growth*

- Providing ten days of paid sick leave for all federally regulated private sector employees.

Making a difference...together

**REPORT TO FIRST NATIONS RELATIONS COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 27, 2022**

---

**SUBJECT** Procurement Policy Amendments for Procurement from Indigenous Businesses

## ISSUE SUMMARY

To amend the Procurement Policy to allow for targeted procurement from Indigenous businesses to support economic opportunities and regional capacity building.

## BACKGROUND

In October 2020, the Board received the CRD First Nation Economic Development Partnership Model Feasibility Study Report which identified amendments to the CRD Procurement Policy as one of the target actions to support First Nations in moving towards their desired economic outcomes. The report also recommended highlighting CRD procurement opportunities to First Nations, and developing a First Nations Skills Index and Service Database.

Since that time, staff have undertaken work to advance the recommended objectives in the area of procurement, including: updating the website to include new content on "Doing Business with the CRD" in order to make CRD procurement opportunities and processes more easily accessible; collaborating with partner organizations to develop a database of Indigenous businesses in the region, which will provide a useful resource for enabling procurement from Indigenous businesses; collaborating with First Nations to employ cultural monitors to support heritage site conservation in the context of land-altering works; and engaging in direct award contracts, under the requirements of the existing Procurement Policy, on an ad hoc basis as appropriate opportunities arise.

Amendments to the CRD Procurement Policy are a key component of the 2020 report recommendations. Greater clarity in the Procurement Policy will enable greater consideration of Indigenous procurement when purchasing goods and services while still ensuring that staff have appropriate guidance and oversight in our decentralized purchasing environment. The draft Procurement Policy changes, attached at Appendix A, are intended to be enabling rather than prescriptive, and provide guidance around how CRD may exercise its discretion to conduct Indigenous procurement opportunities in a way that supports regional economic capacity building for Indigenous businesses and communities.

## ALTERNATIVES

*Alternative 1*
The First Nations Relations Committee recommends to the Capital Regional District Board:
That the Procurement Policy be amended as attached as Appendix "A".

*Alternative 2*
That this report be referred back to staff for additional information.

## IMPLICATIONS

Currently, the Procurement Policy allows the purchases of goods and services from First Nation Governments to be excluded from the competitive requirements of the policy. This exclusion is permitted by the applicable domestic trade agreements which also include exemptions for procurements from non-profits and other government agencies, and for the purchase of certain categories of services such as legal, health or social services.

While the existing language in the Procurement Policy permits such action now, there has been no explicit direction in the current policy that would enable CRD staff on how to create such programs, what should be considered in developing such programs, and what division at CRD is meant to have oversight for such programs.

There are a variety of approaches other jurisdictions have implemented to encourage Indigenous procurement, including the following measures described below.

*Indigenous Procurement Program Options*
**Direct award:** a non-competitive process where an Indigenous supplier is awarded a contract without engaging in a competitive bidding process. This is used most often for low value contracts. The Greater Victoria Harbour Authority has implemented this approach with a policy that allows it to actively seek opportunities for direct awards to qualified Indigenous businesses for work valued at under $20,000.

CRD currently utilizes direct awards for some contracts with Indigenous businesses, such as brush-clearing in the watershed, and operation of the Sooke Potholes Campground. Staff recommend that direct awards continue to be utilized for low-value contracts where there is a known Indigenous local supplier, qualified to deliver the services. Where there is more than one qualified Indigenous supplier, it may be more appropriate to utilize a competitive process under a set-aside program.

**Indigenous Business set-aside**: a procurement that has been reserved for competition among Indigenous businesses only. Set-asides may be prescriptive, such as requiring a certain percentage of a total capital budget, or a specific project budget, be reserved for Indigenous businesses only. In 2021, the Government of Canada set a target that 5% of the total value of all contracts with the federal government be awarded to Indigenous businesses. A benefit of a set-aside program is that it reserves the work for Indigenous businesses, while still preserving a competitive bidding process on what may be a more level playing field for the bidders.

While set-asides can be a useful tool on a national scale, with a larger pool of Indigenous businesses to draw from, it is less likely to meet the goal of supporting economic opportunities at a local scale where there may not always be enough qualified Indigenous businesses to run a competitive process. For this reason, staff do not at this time recommend the creation of a general set-aside target, but have included in the policy amendment an enabling provision to create a set-aside program should a specific opportunity arise.

**Indigenous Business Participation (Unbundling) and Employment:** creation of a condition in a tender that requests a portion of the works be awarded to an Indigenous business, or that a specified number of Indigenous People be employed on the project. This can be a desired condition of the procurement, such that those proponents who maximize the use of Indigenous businesses and employees receive a higher bid score, or a mandatory condition of the bid proposal. There are a number of jurisdictions that utilize this approach, including the Government of Manitoba, Metro Vancouver, and the Government of Yukon.

Staff have included unbundling and employment as recommended approaches in the policy revisions. It has been used successfully by the CRD in the past as a condition on the construction contract on the McLoughlin Point Wastewater Treatment Plant. Optimal projects for this approach are large-scale projects that are undertaken on or near First Nations lands or urban Indigenous communities, or works that are done on behalf of a Nation such as water or wastewater servicing.

*Operational Implications*
The draft policy amendment provides that CRD staff may develop programs, conduct direct awards or approve procurement methods on a case-by-case basis.

The draft policy provides that program criteria be approved by the Chief Administrative Officer and the General Manager, Corporate Services, whose Legal Services division is responsible for procurement policy compliance and oversees contract standards. A requirement for any such program is that they must balance the need to be competitive, best value procurement principles with the CRD's interest in economic development and capacity building in the region's Indigenous communities and rural and remote communities. Criteria must be drafted with a view to good contract management. This is based on other existing programs from public authorities and communities reviewed in developing this policy.

Direct awards for contracts under $10,000 in value are encouraged for qualified Indigenous Businesses, where the goods, services or construction meet the bid requirements. Direct awards for contracts more than $10,000 are subject to the non-competitive purchase process set out in section 8 of Appendix B, unless other program criteria are approved in advance of the purchase.

In addition, staff may consider the following in other procurements:

a) encouraging partnerships and joint ventures with Indigenous communities and established businesses and suppliers;
b) unbundling a percentage of works on a project, provided that the remainder of the works are subject to competitive procurement rules;
c) including criteria for community benefit or capacity building as defined deliverables;
d) coordinating works with those of Indigenous communities and entities that may benefit;
e) requesting submission by vendors of Indigenous business sub-contracting plans to build capacity;
f) establishing lists of pre-qualified suppliers;
g) organizing and providing advance notice of upcoming procurement opportunities or hosting information sessions where appropriate; and,
h) considering preferences for vendors identified by an Indigenous community, public authority, or government.

*Intergovernmental Implications*
Leveraging CRD procurement funds in support of Indigenous economic opportunities is a tangible way that the CRD can demonstrate a commitment to reconciliation. It also permits CRD to support capacity building by potentially encouraging the inclusion of contractors from and community benefits to regional First Nations, depending on the specific Nation's interests.

*Social Implications*
Enabling greater involvement of Indigenous businesses in CRD procurement will support these entities to access economic opportunities, thus increasing prosperity for Indigenous peoples. Following the standard set by the federal government and many other jurisdictions, Indigenous businesses are defined in the CRD policy on the basis of at least majority ownership, and in cases where there are 6 or more full-time employees, at least a third of the employees must be Indigenous peoples. This is a definition used by many public authorities.

*Financial Implications*
There are no direct cost implications associated with these policy amendments. Where programs may be developed in future to promote Indigenous procurement or First Nations' capacity building through the procurement process, any cost implications would need to be included in the project budget and approved in the financial plan. Any directed procurement program approved by staff will need to outline how the social objectives will balance the need to ensure best value and good contract management.

*Service Delivery Implications*
No impacts to service delivery are anticipated as a result of these policy amendments. Ensuring Indigenous proponents are qualified to undertake the required works or services remains an essential components of the bid evaluation process.

*Alignment with Board Priorities and Existing Plans & Strategies*
Enabling economic opportunities for Indigenous businesses supports Board Priority 3a-2 to 'Seek partnerships, share information & deliver fair & equitable services in working with First Nations on achieving their economic goals.' This Priority builds on the Board's Statement of Reconciliation theme of shared prosperity, recognizing the gap in wealth between First Nations and settler governments. The CRD First Nation Economic Development Partnership Model Feasibility Study Report (May 2020) identified amendments to the CRD Procurement Policy, along with making procurement opportunities more accessible and developing a database of Indigenous businesses, as opportunities to support First Nations in moving towards their desired economic outcomes.

## CONCLUSION

To support First Nations' economic opportunities, the CRD website is being updated to make the CRD procurement process more easily accessible, a database of Indigenous businesses is being developed, direct awards to Indigenous businesses are offered where appropriate, and changes are proposed to the CRD Procurement Policy. The draft policy amendments are intended to enable greater consideration of Indigenous procurement opportunities, to support economic goals and capacity building for Indigenous businesses and communities, while still ensuring that staff have appropriate guidance and oversight.

## RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:
That the Procurement Policy be amended as attached as Appendix "A".

| | |
|---|---|
| Submitted by: | Caitlyn Vernon, MES, Manager, First Nations Relations |
| Concurrence: | Steven N. Carey, J.D., Senior Manager, Legal and Risk Management |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENT(S)

Appendix A: Draft Procurement Policy 2022 [Redlined]

Making a difference...together

# CAPITAL REGIONAL DISTRICT
# CORPORATE POLICY

| | | | |
|---|---|---|---|
| Policy Type | Board | | |
| Section | | | |
| Title | PROCUREMENT POLICY | | |
| Adopted Date | May 10, 2017 | Policy Number | ADM27 |
| Last Amended | | | |
| Policy Owner | Corporate Services (Legal Services) | | |

## 1. POLICY:

This policy will ensure that all goods, services and construction will be acquired in a competitive,fair and open manner that

- is efficient, accountable and maximizes best value;
- advances the Capital Regional District's commitment to economic, environmental, and social responsibility by supporting the acquisition of sustainable products and services; and
- meets the requirements of the *Community Charter*, the *Local Government Act*, the Canadian Free Trade Agreement (CFTA), the New West Partnership Trade Agreement (NWPTA) and public sector procurement standards and competitive bidding law.

## 2. PURPOSE:

This policy outlines authorization and competition requirements for procuring goods, services and construction for the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD) and the Capital Region Housing Corporation (CRHC) (collectively, "**CRD**").

## 3. SCOPE:

This policy applies to all CRD services (functions) and to all acquisitions and purchases made by CRD officers, employees and volunteers.

Specific exemptions are set out in section 9 below.

## 4. DEFINITIONS:

Appendix A establishes definitions for terms used in this policy.

## 5. AUTHORITY FOR PROCUREMENT TRANSACTIONS:

Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services within the authorized purchasing limits as set out in the CRD Delegation Bylaw ("**Authorized Staff**").

Authorized Staff must only authorize procurement transactions that are within the signingauthority limits set out in the CRD Delegation Bylaw. The signing authority limits for purchases of goods, services, and construction are summarized in the following table:

| Position | Delegated Signing Authority Limit |
|---|---|
| Chief Administrative Officer | $5,000,000<br><br>Change orders of any value provided they are in the annual financial plan |
| CFO and General Managers | $500,000 |
| Staff/Volunteers | Subject to the approval of the applicable GM or the Chief Financial Officer:<br><br>The lesser of $100,000 or the amount set out on a signing authority form held by the Department of Finance and Technology |

Refer to the "Awarding and Execution of Contracts and Agreements" policy for more information on delegation and conditions for exercising delegated authority.

Purchasing and supply management activities at the CRD are decentralized by divisions (service), and staff in those divisions are responsible for acquiring goods, services and construction for all operational and capital requirements in accordance with the terms of this policy.

## 6. RESPONSIBLE PROCUREMENT:

The CRD's primary goal in the procurement process is to attain best value using processes that are competitive, open, transparent and non-discriminatory. Where possible, the CRD will give preference to the purchase of goods, services and construction that minimize adverse environmental impacts and greenhouse gas emissions and that promote recycling, re-use and reduction of waste. Authorized Staff will review and modify existing procurement specifications, and create new specifications, to include environmentally and socially responsible options or criteria to be considered along with price and performance.

## 7. PROCUREMENT THRESHOLDS AND METHODS

The method of CRD procurement is based on the dollar value and the nature of the specific procurement transaction, ensuring that the cost and time associated with using a competitive process is proportionate to the benefit received.

Procurement methods must be selected in accordance with the following table and the procedures set out in Appendix B to this policy:

| Estimated Transaction Cost | Method |
|---|---|
| *Goods and Services* | |
| Less than $5,000 | Low Value Process |
| Less than $10,000 | Informal Quotation Process |
| $10,000 to $75,000 | Written Quotation Process *or*<br>Formal Competitive Process (RFP, ITQ, RFSO) |
| Greater than $75,000 | Formal Competitive Process (RFP, ITQ, RFSO) |
| *Construction* | |

| | |
|---|---|
| Less than $200,000 | Written Quotation Process *or*<br>Formal Competitive Process (RFP, ITT) |
| Greater than $200,000 | Formal Competitive Process (RFP, ITT) |

Note: Multi-year agreements are dollar value accumulative and shall be subject to the thresholds listed above. The requirement for competitive purchasing may be waived by a GM or the CAO and replaced with negotiations by staff under the circumstances set out in section 8 of Appendix B.

## 8. CONTRACTUAL AGREEMENTS

Authorized Staff are responsible for determining whether it is in the best interests of the CRD toestablish a written contract with a supplier. The following factors should be taken into consideration:

- P-Cards should be used for straightforward purchases not exceeding $10,000 in value, unless otherwise authorized by the applicable GM or CAO, and only in accordance withthe policies and procedures established by the Department of Finance & Technology.
- A purchase order may be used when the resulting contract is straightforward and does not exceed $50,000 in value unless otherwise authorized by the applicable GM or CAO, and will contain the CRD's standard purchase order terms and conditions.
- A written contract is to be used when the arrangement is complex or when terms and conditions are required that are not in the CRD's standard purchase order, including, butnot limited to: contract security, performance monitoring, insurance, WorkSafe BC compliance and project schedules.
- A written contract must be used where the procurement method selected requires theuse of CRD-approved templates (as set out in Appendix B).

Where it is determined that a written contract is required, the contract must be executed inaccordance with the "Awarding and Execution of Contracts and Agreements" policy.

## 9. GENERAL

**Late Bids.** Submissions not received by the stated closing time and date will be rejected. TheCRD will identify the timing device to be used.

**Procurements That Exceed Budget.** A bid that is accepted under the procedures set out must not exceed the amount that is included for that purpose, specifically or generally, in a budget approved by the Board. Where the bid was not accepted solely due to exceeding budget, the General Manager of the division, must either recommend rejection, revision of the requirements sufficient to reduce the cost to within budget or request approval from the Board for the transfer ofadditional revenues sufficient to fund the bid amount.

**Unsolicited Proposals.** Unsolicited proposals received by the CRD will be reviewed by Authorized Staff in the applicable division. Any procurement activity resulting from the receipt of an unsolicited proposal must comply with the provisions of this policy. A contract resulting from an unsolicited proposal will only be awarded on a non-competitive basis when the procurement requirements comply with the non-competitive procurement procedures described in Appendix B.

**Identical Bids.**

1. If identical lowest bids are received, each of which are less than the signing authority of the General Manager of the division and all other criteria are equal (delivery, service, performance, security of supply and price), the successful bid must be chosen by the drawing of lots under the General Manager's supervision.

2. The General Manager of the division is to recommend to the CAO for decision whether any bid should be accepted as the successful bid if the CRD receives identical lowest bids, each of which are more than the General Manager's signing authority.

**Increase to an Existing Contract or Purchase Order.** Increases to the value of an existing contract or purchase order must only be approved by the Authorized Staff person that approved the award and only if the total amount of the contract or purchase order, including the increase, is within that Authorized Staff person's signing authority limit and within the project budget as set out in the approved financial plan.

**Purchase Standardization.** All CRD divisions shall co-operate in the purchase of supplies by simplifying and standardizing like requirements, wherever possible. Every effort should be made toreduce the types and kinds of products used to the smallest number (i.e., considering equivalents or any alternatives suggested) in order to minimize investment.

**Co-operative Purchasing.** Savings likely to be achieved through purchasing goods and services jointly with other government bodies should be pursued. This policy provides the authority to Authorized Staff to participate with other government agencies or public authorities in joint purchasing ventures when it is in the best interests of the CRD. In such cases, the proceduresset out by the agency responsible for the venture will be followed and not the procedures setout in this Policy.

**Financial Security.** The purchaser may require financial security from potential suppliers if considered to be in the CRD's best interest. Bonding is not required on every bid but it is advisable where there is a large liability or the value is over $100,000.

**Disposal of Surplus Goods.** Management in service areas must dispose of all goods and equipment for which there is no longer a use, by any method considered to be in the CRD's best interest, including transfer to another CRD division, public auction, public tender, trade or negotiatedsale. If the surplus goods cannot reasonably be sold by any of these means, the goods may be disposed of in such manner as deemed appropriate and may include donation to a not-for-profit agency.

Surplus goods may not be sold to any CRD employee except via public auction or tender. Goods valued at less than $1,000 may be disposed of on the web through a silent auction.

**Prohibitions.** The following activities are prohibited:

1. Purchase by the CRD of any goods or services for personal use by or on behalf of any member of the Board, appointed officers or employees or their immediate families.
2. The division of a single purchase into multiple increments to circumvent policies or levelsof authority.
3. Committing the CRD or entering into a procurement transaction without the appropriate authority to do so.

**Conflict of Interest.** No member of the Board, employee or volunteer shall have any direct or indirect pecuniary interest in any competitive bid or arrangement for the supply of goods, services or construction to the CRD, unless it is first disclosed by the person submitting the bid or supplying the goods, services or construction. All competitive bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and existing business relationships it may have with the CRD, its elected or appointed officials or employees prior to submission of the bid.

**WorkSafeBC.** All contracts for service to be provided on CRD property require the contractor to provide proof of registration, where applicable, and remain in good standing with WorkSafeBC throughout the

term of their contract. Contractors may be required to provide clearance letters before and after performing work for the CRD. In the event the contractor is not eligible for registration with WorkSafeBC for reasons other than workplace safety performance, the CRD may register the contractor and pay the applicable WorkSafeBC premiums, at the contractor's expense.

**Supplier Performance.** Authorized Staff and the department responsible for a procurement transaction will maintain records of supplier performance. The information will be used to ensure contract compliance, to supplement a subsequent prequalification process or to justify a subsequent award to other than the low bidder where it can be demonstrated that such records are part of the evaluation process and criteria.

**Supplier Debriefing.** When a procurement transaction is awarded using a formal competitive process, unsuccessful suppliers are entitled to a debriefing upon request to obtain feedback on the strengths and weaknesses of their bid.

**Insurance.** All contracts for services to be provided on CRD property require the contractor to provide and maintain their own insurance coverage acceptable to the CRD, including but not limited to commercial general liability, auto, property/all risk and professional liability. The risk associated with each contract varies and accordingly the CRD may require additional factors, such as being named as an additional insured, cross liability clauses, waiver of subrogation, notice of cancellation and proof of coverage.

**Freedom of Information and Protection of Privacy Act.** This Policy is subject to the provisions of the Freedom of Information and Protection of Privacy Act with respect to the disclosure of information.

**Exemptions.** This procurement policy's Appendix B establishes competitive and non-competitive practices applying to the purchase of all types of goods, services and construction with the exception of the following:

1. The borrowing and investing of money
2. The rental, lease, purchase and sale of property, land or accommodation
3. Memberships in professional and vocational associations and their publications andother professional and training activities
4. Health services and social services
5. Legal services
6. Procurements from a public body or non-profit organization
7. The hiring of contract employees
8. Goods and services purchased through provincial and federal corporate supply arrangements
9. Goods, services, and construction purchased from Indigenous Businesses

Despite this exemption, the approval process for a purchase as set out in Appendix B or as otherwise established by procedure or policy must still be followed. In general, this requires General Manager, CAO, or Board approval prior to solicitation, depending on value; confirmation of available budget and inclusion in the financial plan; approval of an award in writing (depending on value); appropriate documentation of the purchase or agreement; and execution of the purchase by an individual with appropriate delegated authority.

**Directed Procurement and Indigenous Business.** Canada's trade agreements permit inclusion of mechanisms for Indigenous peoples and businesses in a procurement, as well as for establishing set-aside programs for small businesses. CRD staff may develop programs or conduct directed procurements where appropriate.

Program criteria must be approved in writing by the Chief Administrative Officer and the General Manager, Corporate Services. Programs must balance competitive, best value procurement principles with the CRD's interest in economic development and capacity building in the region's Indigenous communities and rural and remote communities. Criteria must be drafted with a view to good contract management.

Direct awards for contracts under $10,000 in value are encouraged for qualified Indigenous Businesses, where the goods, services, or construction meet the bid requirements. Direct awards for contracts more than $10,000 are subject to the non-competitive purchase process set out in section 8 of Appendix B, unless other program criteria are approved in advance of the purchase.

In addition, staff may consider the following in other procurements:

a) encouraging partnerships and joint ventures with Indigenous communities and established businesses and suppliers;
b) unbundling a percentage of works on a project, provided that the remainder of the works are subject to competitive procurement rules;
c) including criteria for community benefit or capacity building as defined deliverables;
d) coordinating works with those of Indigenous communities and entities that may benefit;
e) requesting submission by vendors of Indigenous business sub-contracting plans to build capacity;
f) establishing lists of pre-qualified suppliers;
g) organizing and providing advance notice of upcoming procurement opportunities or hosting information sessions where appropriate; and,
h) considering preferences for vendors identified by an Indigenous community, public authority, or government.

**Limit.** Any direct award valued at more than $500,000 requires Board approval and legal review to ensure the transaction is compliant with applicable trade agreements and procurement law principles.

**Definition of Indigenous Businesses.**

An Indigenous Business is defined as follows:

a) If a sole proprietorship, it must be wholly owned by an Indigenous person;
b) If a corporation, it must have at least 51 per cent of the equity (including any common or voting shares) owned by one or more Indigenous businesses or Indigenous people; and
c) If a partnership or joint venture, it must have at least 51 per cent of the ownership rights (including any voting rights) directly held by one or more Indigenous businesses or Indigenous people.

Where an Indigenous Business has six or more full-time employees as of bid-submission date, at least a third of the employees must be Indigenous peoples and this ratio must be maintained throughout the duration of the engagement.

## 6. SCHEDULE:

Appendix A – Definitions

Appendix B – Procurement Method Procedure

## 7. AMENDMENTS:

| Adoption Date | Description: |
|---|---|

| DATE | First Nations Procurement Language |
|---|---|
| May 10, 2017 | Superseded Procurement Policy, April 9, 2015 |

## 8. REVIEWS:

| **Review Date** | **Description:** |
|---|---|
| Three years | N/A |

## 9. RELATED POLICY, PROCEDURE OR GUIDELINE:

Awarding and Execution of Contracts and Agreements Policy, ADM07

Acquisition and Installation of Computer Hardware and Software, ADM78

Purchase of Third Party IT Services, ADM79

Green Fleet Policy, ADM89

First Nations Honoraria Policy, ADM84

“Capital Regional District Delegation Bylaw No. 1, 2017” (Bylaw No. 4186)

**APPENDIX A**

## DEFINITIONS

"Acquire" or "Acquisition" means to obtain by any method, accept, receive, purchase, be vested with, lease, take possession, control or occupation of, and agree to do any of those things, but excludes expropriation, except by agreement under section 3 of the Expropriation Act;

"Best Value" means the optimal combination of Total Cost, performance, economic, environmental and social sustainability, reduced carbon dependency, and reduced waste.

"Bid" includes a proposal submitted in response to a Request for Proposal and a written formal offer, which may or may not be sealed, submitted in a particular form in response to an invitation to supply goods/services/construction, where the specifications and conditions of the goods or services are known and disclosed in the request;

"Board" means the board of the Regional District;

"Construction" means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in an incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement;

"Contract" means a contract for the supply (by way of sale, conditional sale, lease or otherwise) of goods, services or construction, including a purchase order or other document evidencing the obligation, and any amendments;

"Contract Amendment" means any change to a term, condition or other Contract provision, including a Change Order;

"Dispose" or "Disposition" means to transfer by any method including assign, give, sell, grant, charge, convey, lease, divest, dedicate, release, exchange, alienate or agree to do any of those things;

"Formal Competitive Process" means a public procurement process that is competitive, open, transparent, non-discriminatory and compliant with the requirements of the AIT and NWPTA, and includes an ITQ, ITT, RFP, RFSO and RFQ;

"Invitation to Quote (ITQ)" means a process used to solicit bids or quotes from vendors for the provision of clearly specified goods or services. The bids received in response to an ITQ are evaluated primarily on price;

"Invitation to Tender (ITT)" means a process used to solicit bids from vendors for the provision of construction services where the specifications, terms, conditions and other details are set out in the invitation and the responsive bids are evaluated primarily on price, without further negotiations;

"Notice of Intent (NOI)" means a publicly advertised method to inform vendors a contract is to be directly awarded on the basis that there is only one suitable vendor to provide the good or service.

“Original Value” means the contract price or fees for services as at the effective date of the Contract, excluding taxes;

“Procurement” means the acquisition by any means, including by purchase, rental, lease or conditional sale, of goods, services or construction;

“Request for Expression of Interest (RFEOI)” means the buyer is interested in receiving information from suppliers on any products or services available to achieve a particular outcome and may issue an RFQ, RFP or ITT depending on the response. The RFEOI is used to survey the market for firms interested in responding to a tender or RFP from the buyer. RFEOI are not open for bidding;

“Request for Proposal (RFP)” means an invitation for providers of a product or service to bid on the right to supply that product or service where the requirement for goods or services cannot be definitively defined or specified or alternative solutions or offers are being solicited. Proposals are evaluated on predetermined criteria where the selection of a supplier may not be made solely on the basis of the lowest price;

“Request for Qualifications” means a non-binding request to potential suppliers who wish to be considered for future RFP’s or other competitive purchasing processes to pre-qualify based on various factors including but not limited to  expertise, experience, availability, prior performance, in order to avoid either buyer or supplier devoting resources to preparing and evaluating future RFP’s or competitive processes.

“Request for Standing Offer (RFSO)” means an invitation for providers of a product or service to bid on the right to supply that product or service by way of a standing offer. A standing offer is an offer from a supplier to provide well-defined, readily available goods or services, as and when requested, at prearranged prices or on a prearranged pricing basis, which can be established at the outset, under set terms and conditions, and for a specific period of time.

“Signing Authority” means the approved levels of authority, as defined in the CRD Delegation Bylaw, to purchase goods or services on behalf of the CRD (see Signing Authority Form);

“Total Cost” means the sum of all costs attributable to products, construction, and services associated with performing the intended function over the entire term of use and includes factors such as acquisition cost, installation cost, disposal value, disposal cost, operational cost, maintenance cost, quality of performance and environmental impact.

**APPENDIX B**

## PROCUREMENT METHOD PROCEDURES

### 1. Low Value Process

Application

1.1 This method will be used for goods or services having a value less than $5,000 and required for a one-time (non-repetitive) procurement.

Process

1.2 Before initiating the transaction staff and volunteers with sufficient signing authority must obtain approval of the applicable General Manager [1]("GM").

1.3 An informal quote or quotes (i.e. telephone, email, fax, letter) from known suppliers will be obtained. Competitive quotes should be obtained where possible.

1.4 Authorized Staff are responsible for ensuring that low value procurements are made at fair market value and all information relating to the procurement must be documented and maintained on file.

1.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

### 2. Informal Quotation Process

Application

2.1 This method will be used for goods or services having a value less than $10,000 and required for a one-time (non-repetitive) procurement.

Process

2.2 Before initiating the transaction staff and volunteers with sufficient signing authority must obtain approval of the applicable GM or the GM, Finance and Technology.

2.3 Three informal quotes (i.e. telephone, email, fax, letter) will be obtained from known suppliers.

2.4 Authorized Staff are responsible for ensuring that the purchase or acquisition is made at fair market value and all information relating to the procurement must be documented and maintained on file.

2.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

[1] CRHD and CRHR procurements will follow the process as set out in this Appendix B but are subject to the approval oftheir Boards and/or delegated approving authorities.

## 3. Written Quotation Process

Application

3.1 This method will be used where:

3.1.1 for goods or services, the value of the transaction is between $10,000 and $75,000,

3.1.2 for construction, the value of the transaction is between $10,000 and $200,000,

3.1.3 the transaction is for a one-time (non-repetitive) procurement of goods, services or construction; and

3.1.4 the goods, services or construction required can be fully defined.

3.2 Authorized Staff may determine that it is appropriate to use a formal competitive process instead of the written quotation process even though the value of the transaction is less than $75,000 (for goods or services) or $200,000 (for construction). In such a case, Authorized Staff will, in accordance with the provisions of this Appendix, use an Invitation to Quote (goods and services only), Invitation to Tender (construction only) or a Request for Proposals (goods, services or construction).

Process

3.3 The upper limit of staff and volunteer signing authority is $100,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit, and only after obtaining approval of the applicable GM. Transactions exceeding the upper limit of staff signing authority but not exceeding $200,000 may be initiated after receiving approval of a GM.

3.4 Where a GM approves the initiation of a written quotation process, the applicable GM is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.

3.5 Written quotes will be obtained as follows:

3.5.1 three (3) written bids obtained from three (3) separate potential suppliers;

3.5.2 all suppliers will receive the same quotation written information; and

3.5.3 all bid documentation will be retained by the Authorized Staff person in Department files to be held in accordance with CRD records retention policies.

3.6 Authorized Staff are responsible for selecting the supplier on the basis of best value to the CRD.

3.7 Authorized Staff are responsible for ensuring that the purchase or acquisition is formalized in a written contract, where appropriate (in accordance with section 8 of the Procurement Policy).

## 4. Invitation to Quote (ITQ)

Application

4.1 This method should be used where

4.1.1 the procurement is for goods or services and the value of the transaction exceeds $75,000; and

4.1.2 the requirement can be fully defined such that the primary competing factor is price (i.e. the solution(s), specification(s), performance standard(s) and timeframe(s) are known).

4.2 This method may be used where the value of the transaction is less than $75,000 and the other criteria set out in section 4.1 are met.

4.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Quote where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.

4.4 For clarity, this method must not be used for construction procurement transactions (the Invitation to Tender process is used for construction transactions – see section 5 of this Appendix).

Process

4.5 The upper limit of staff and volunteer signing authority is $100,000. Invitations to Quote must only be initiated as follows:

4.5.1 for acquisitions under $100,000, by Authorized Staff or the applicable GM;

4.5.2 for acquisitions estimated to be over $100,000 but not exceeding $500,000, on written approval from the applicable GM or CAO;

4.5.3 for acquisitions estimated to be over $500,000 but not exceeding $5,000,000, on written approval of the CAO; or

4.5.3 for acquisitions over $5,000,000, on approval of the Board by way of a Board resolution authorizing the Invitation to Quote.

4.6 Invitations to Quote will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.6 to 5.9 of this Appendix.

4.7 On receipt of quotations from respondents, the competitive bid will be reviewed in accordance with the terms of the Invitation to Quote.

4.8 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the ITQ.

4.9 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award,

4.9.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person or the applicable GM;

4.9.2 for awards above $100,000 but below $500,000, to the applicable GM or CAO;

4.9.3 for awards over $500,000 but not exceeding $5,000,000, on written approval of the CAO; or

4.9.4 for awards over $5,000,000, to the Board.

4.10 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

## 5. Invitation to Tender

Application

5.1 An Invitation to Tender must be used where:

5.1.1 the procurement is for construction and the value of the transaction is $200,000 or greater; and

5.1.2 the specifications are adequately defined to permit the evaluation of tenders against the clearly stated criteria.

5.2 An Invitation to Tender may be used where the procurement is for construction and the value of the transaction is less than $200,000.

5.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Tender where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.

5.4 For clarity, this method must not be used for goods and services procurement transactions (the Invitation to Quote process is used for goods and services transactions – see section 4 of this Appendix).

Process

5.5 The upper limit of staff and volunteer signing authority is $50,000. Invitations to Tender must only be initiated as follows:

5.5.1 for acquisitions under $100,000, by Authorized Staff or the applicable GM;

5.5.2 for acquisitions estimated to be over $100,000 but not exceeding $500,000, on written approval from the applicable GM or CAO;

5.5.3 for acquisitions estimated to be over $500,000 but not exceeding $5,000,000 written approval of the CAO; or

5.5.4 for acquisitions over $5,000,000, on approval of the Board by way of a Board resolution authorizing the tender call.

5.6 The department responsible for issuing the Invitation to Tender will review and determine the specifications, terms and conditions relevant to the acquisition and provide this information to the applicable GM or CAO before notice of the Invitation to Tender is issued.

5.7 Where a GM or the CAO approves the initiation of an Invitation to Tender, the applicable GM or CAO is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.

5.8 All Invitations to Tender will be issued using standard CRD contracts and tender documentation, unless otherwise approved by the Legislative and Corporate Services department.

5.9 Notice of an Invitation to Tender will be given by electronic posting on BC Bid and the CRD webpage, complemented, if appropriate, by other means of making the public and suppliers aware of the invitation. If the Invitation to Tender is issued out of a competitive pre-qualification process that was posted on BC Bid notice will only be given to successful respondents in a manner consistent with the pre-qualification documents.

5.10 The department responsible will evaluate the bids in accordance with the terms of the tender documentation and will recommend to Authorized Staff, the applicable GM, CAO or CRD Board (in accordance with section 5.11 of this Appendix) that the contract be awarded to the bidder offering best value.

5.11 Awards will be approved as follows:

5.11.1 for tenders below $100,000, by Authorized Staff or the applicable GM;

5.11.2 for tenders below $500,000, by the applicable GM or CAO;

5.11.3 for tenders above $500,000, but not exceeding $5,000,000 by the CAO; and

5.11.4 for tenders exceeding $5,000,000, by the Board.

5.12 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

## 6. Request for Proposals

Application

6.1 A Request for Proposals should be used for goods, services or construction where

6.1.1 suppliers are invited to propose a solution to a problem, requirement or objective;

6.1.2 the selection of the supplier is based on the effectiveness of a proposal or other criteria, rather than primarily on price alone;

6.1.3 it is expected that negotiations with one or more bidders may be required with respect to any aspect of the requirement; or

6.1.4 the requirement is best described in a general performance specification.

6.2 Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of any combination of factors, a multi-step process may be used that would include a pre-qualification stage to ensure the workload is a manageable level.

6.3 At the discretion of Authorized Staff, this method may be used where the value of the transaction is less than $75,000 and the other criteria set out in section 6.1 are met.

Process

6.4 The upper limit of staff and volunteer signing authority is $100,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit, or their approved signing authority, and only after obtaining approval of the applicable GM.

6.5 Requests for Proposals will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.9 of this Appendix.

6.6 A selection committee composed of staff from the responsible department will review all proposals against the established criteria and reach consensus on the final rating results and ensure that the final rating results with supporting documents are kept on the procurement file.

6.7 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the Request for Proposal.

6.8 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award,

6.8.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person;

6.8.2 for awards below $500,000, to the applicable GM or CAO;

6.8.3 for awards above $500,000 but not exceeding $5,000,000, to the CAO;

6.8.4 for awards exceeding $5,000,000, to the Board.

6.9 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

## 7. Request for Standing Offer

Application

7.1 A Request for Standing Offer will be used where:

7.1.1 the same goods or services are repetitively ordered and the actual demand is not known in advance; or

7.1.2 a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset, and delivery is to be made when a requirement arises.

Process

7.2 Where the total value of goods or services required is estimated to be less than $75,000 in a fiscal year, Authorized Staff will determine, in consultation with the appropriate GM, whether it is appropriate to issue a Request for Standing Offer in accordance with the above criteria.

7.3 Where the total value of goods or services required is estimated to be less than $75,000 in a fiscal year, Authorized Staff, with approval of the applicable GM or CAO, may solicit written quotes from at least three (3) known suppliers who are qualified to supply the goods or services.

7.4 Where the total value of goods or services to be purchased is estimated to be above $75,000 in a fiscal year, a Request for Standing Offer will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.11 of this Appendix.

7.5 In a Request for Standing Offer, the expected quantity of the specified goods or services to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage.

7.6 More than one supplier may be selected where it is in the best interests of the CRD and the bid solicitation allows for more than one.

7.7 Where competition results in a large number of offers from vendors, Authorized Staff are authorized to negotiate lower unit rates with the highest ranked vendors in return for a reduction in the number of firms authorized to provide the goods or services or the offer of a firm contractual commitment by the CRD.

7.8 The bid documentation and accompanying contractual documentation may provide that the time period to provide goods or services may be extended beyond the end of the fiscal year at the mutual consent of the CRD and the supplier.

7.9 A contract resulting from a request for standing offer will be subject to the normal contract award signing limits for the total anticipated value of the standing offer over the term of the contract.

## 8. Non-Competitive Purchase Process

Application

8.1 The requirement for competitive purchasing may be waived by an applicable GM or the CAO and replaced with negotiations by staff under the following circumstances:

8.1.1 where competition is precluded due to the application of any Act or legislation or other legal consideration (such as patent rights/copyrights);

8.1.2 where it can be demonstrated that only one supplier is able to meet the requirements of a procurement and a Notice of Intent has been issued;

8.1.3 where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security of confidentiality matters,

8.1.4 where the possibility of a follow-on contract was identified in the original bid solicitation;

8.1.5 where the requirement is for a utility for which there exists a monopoly;

8.1.6 where an unforeseeable situation of urgency exists and the goods, services or construction are urgently required and delay would be injurious to the public interest;

8.1.7 where the procurement is from a public body or non-profit organization;

8.1.8 where the value of a transaction for goods or services is less than $75,000 and the applicable GM or CAO has determined that a competitive process would not be practical and has given written approval for the acquisition;

8.1.9 where the value of a transaction for construction is less than $200,000 and the applicable GM has determined that a competitive process would not be practical and has given written approval for the acquisition;

8.2 Approval of a non-competitive transaction must be within the signing authority of the person approving the transaction.

8.3 Staff must seek Board approval for a non-competitive transaction in excess of $500,000 but should not do so without first seeking appropriate advice on whether the transaction is compliant with applicable trade agreements and procurement law principles.

Process

8.4 When staff or volunteers wish to use a non-competitive purchase process staff will provide the CAO or applicable GM with the rationale that warrants a non-competitive selection for approval and will obtain the CAO's or applicable GM's written approval before proceeding. If the amount of the proposed non-competitive purchase is over $500,000, the Board must approve the transaction.

8.5 The supplier in whom the CRD has the greatest confidence to fulfill the requirement and

provides for fair market value will be selected. Awards will be approved as follows:

8.5.1 for awards under $500,000, by the CAO or an applicable GM;

8.5.2 for awards over $500,000, by the Board.

## 9. Request for Qualifications

9.1 A Request for Qualifications may be conducted in any procurement transaction for goods, services or construction to determine qualified suppliers that may bid on a subsequent procurement process undertaken by the CRD. A Request for Qualifications may be used in the following circumstances:

9.1.1 the work requires a stipulated performance and experience level or requires elements of confidentiality or security; or

9.1.2 the value and complexity of the work is such that the contract administration costs (work inspection, follow-up, delay) would result in substantial additional costs or loss to the CRD is the work is not performed as required; or

9.1.3 to build supplier interest to determine if there are enough suppliers to justify a full Request for Proposal process or other formal competitive process.

Process

9.2 Staff and volunteers with sufficient signing authority must only initiate transactions under the $100,000 limit, and only after obtaining approval of the applicable GM.

9.3 For transactions that are estimated to be above $75,000, a Request for Qualifications will be issued in the same manner as an Invitation to Tender and will follow the proceduresset out in sections 5.5 to 5.11 of this Appendix.

9.4 A selection committee composed of staff from the responsible department will review all submissions against the criteria established in the Request for Qualifications and will reach consensus on the final rating results and ensure that the final rating results with supporting documents are kept on the procurement file.

9.5 The final rating results will be forwarded for approval in the same manner as a Request for Proposals award approval and will follow the process set out in section 6.8 of this Appendix.

## 10. Other

10.1 There may be other procurement methods or tools not described in this Appendix that may be appropriate for any given transaction (including, for example, a Request for Expression of Information or Request for Information).

10.2 Authorized Staff may use a method not listed in this Appendix for transactions within their signing authority limit with the approval of the applicable GM and the Legislative and Corporate Services department.

10.3 Staff may bring forward for approval methods not listed in this Appendix for transactions outside of their signing authority as follows:

10.3.1 for transactions with an estimated value of less than $500,000, to the applicableGM or CAO;

10.3.2 for transactions with an estimated value of more than $500,000 but not exceeding
$5,000,000 to the CAO;

10.3.3 for transactions exceeding $5,000,000, to the Board.

10.4 When staff wish to use a method not listed in this Appendix, staff will provide the rationale that warrants the process proposed and a description of the process proposedwhen seeking approval in accordance with 10.3 above.

Making a difference...together

**REPORT TO FIRST NATIONS RELATIONS COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 27, 2022**

---

**SUBJECT** First Nations Relations Communications Framework

## ISSUE SUMMARY

To update the Board on a guidance document to support staff in developing positive and collaborative relationships with First Nations in the region. The First Nations Relations Communications Framework provides a guide for CRD employees on the essentials of respectful, concise, constructive and professional internal and intergovernmental communication with First Nations.

## BACKGROUND

While assisting CRD departments in their day-to-day service delivery activities, the First Nations Relations division frequently responds to similar queries from across the organization regarding how and when to engage First Nations. In response, the First Nations Relations Communications Framework was developed as a resource to support staff in all divisions by providing clear, baseline information that bridges different levels of understanding about the need for communications with First Nations and considerations when undertaking that work.

In a large, complex organization like CRD, which has a number of decentralized operations, Nations may receive referrals and consultation requests from different areas of the organization without central coordination or oversight. Through this framework CRD staff can be more strategic internally on how and when to engage the Nations, and to be more effective and consistent in how to engage the Nations externally, so as to support respectful, positive relationships.

The document will be updated as needed to reflect the dynamics of our evolving relationships with First Nation governments in the region.

## IMPLICATIONS

*Intergovernmental Implications*
Diplomatic intergovernmental communication may have several desired outcomes including to inform, consult, collaborate and empower. All external messages need to be considered and appropriately communicated to ensure effective delivery and intended impact.

Knowing what to communicate and who to communicate it to will determine how to send messages with appropriate consideration of language, communication styles, intergenerational trauma and other legacies of colonization such that staff can assist in strengthening the government-to-government relationship between the CRD and First Nations. The First Nations Relations Communications Framework can support staff to be more strategic on when and how to reach out to First Nations, with tips on language and approach.

By providing tangible and informative suggestions for how to communicate in a way that supports respectful relations with First Nations, the framework document complements the cultural competency training that CRD staff are receiving. Further work is underway to develop a guidance

document specific to working with Indigenous elders, as an additional educational resource for staff.

*Service Delivery Implications*
Many CRD staff across the organization interact with First Nations, including but not limited to capital works, park management and programming, heritage site conservation, bylaw enforcement, watershed operations, service agreements, and planning. The Communications Framework will support staff across all divisions to communicate with the Nations in respectful ways that may enhance collaboration in service delivery. The document provides guidance on such considerations as approach, accessibility, appropriateness, writing style suggestions, Indigenous spelling, and on who and how to reach out, in order to support effective, respectful communications.

*Alignment with Board Priorities*
The First Nations Relations Communications Framework serves to increase awareness amongst all CRD staff of Board Priorities related to Reconciliation with First Nations and the CRD Statement of Reconciliation, and to assist all staff in implementing these priorities.

## CONCLUSION

The First Nations Relations Communications Framework provides a guide for CRD employees on the essentials of respectful, concise, constructive and professional internal and intergovernmental communication with First Nations. Through this framework, staff are supported in developing positive and collaborative relationships with First Nations.

## RECOMMENDATION

There is no recommendation. This report is for information only.

| | |
|---|---|
| Submitted by: | Caitlyn Vernon, MES, Manager, First Nations Relations |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENT(S)

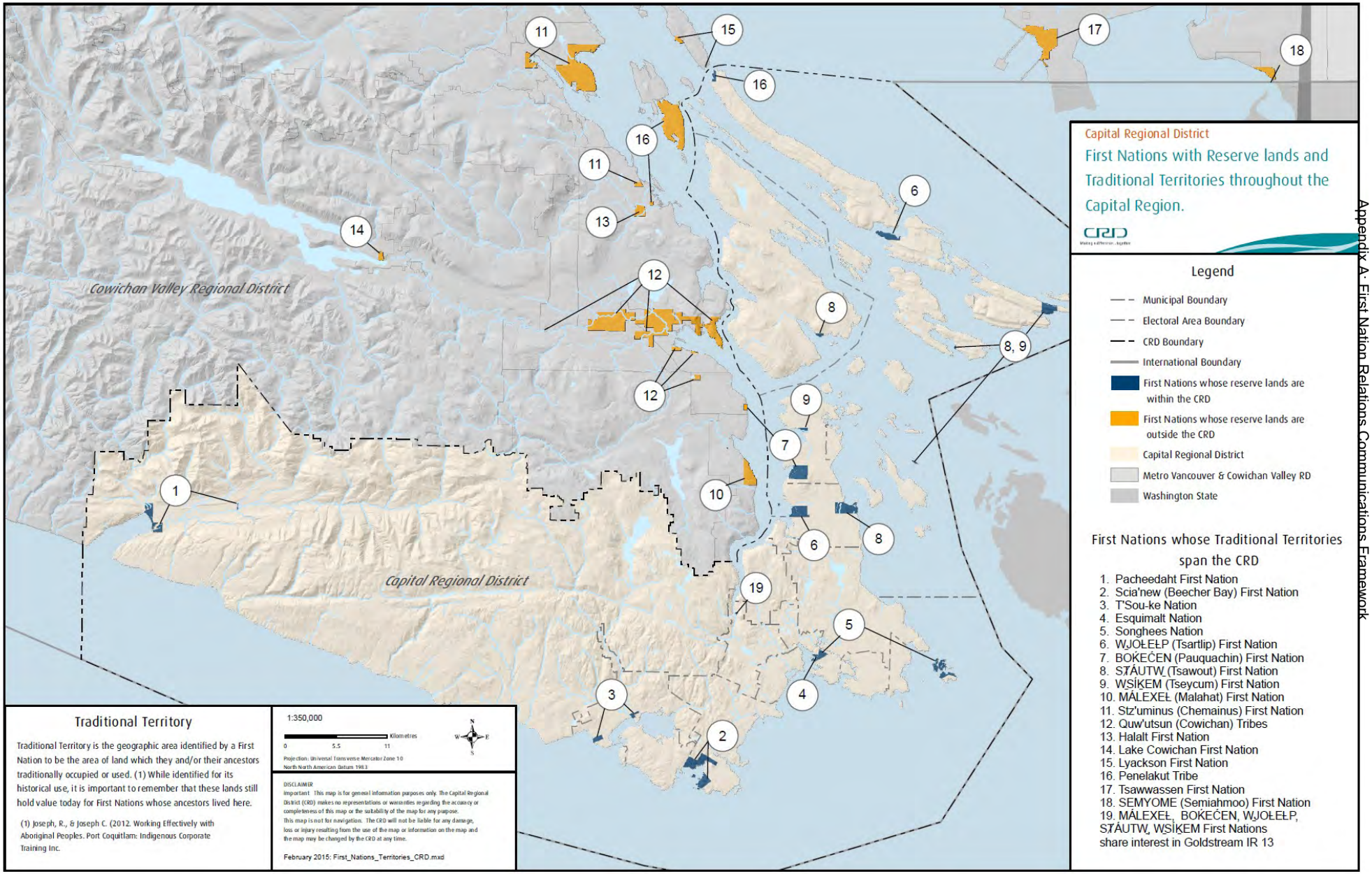
Appendix A: First Nations Relations Communications Framework

First Nations Relations

*a division of the Capital Regional District*

# Communications Framework






Capital Regional District

First Nations with Reserve lands and Traditional Territories throughout the Capital Region.

CRD

Legend

- Municipal Boundary
- Electoral Area Boundary
- CRD Boundary
- International Boundary
- First Nations whose reserve lands are within the CRD
- First Nations whose reserve lands are outside the CRD
- Capital Regional District
- Metro Vancouver & Cowichan Valley RD
- Washington State

First Nations whose Traditional Territories span the CRD

1. Pacheedaht First Nation
2. Scia'new (Beecher Bay) First Nation
3. T'Sou-ke Nation
4. Esquimalt Nation
5. Songhees Nation
6. W̱JOŁEŁP (Tsartlip) First Nation
7. BOKĆEN (Pauquachin) First Nation
8. ST̓ÁUTW̱ (Tsawout) First Nation
9. W̱SÍḴEM (Tseycum) First Nation
10. MÁLEXEŁ (Malahat) First Nation
11. Stz'uminus (Chemainus) First Nation
12. Quw'utsun (Cowichan) Tribes
13. Halalt First Nation
14. Lake Cowichan First Nation
15. Lyackson First Nation
16. Penelakut Tribe
17. Tsawwassen First Nation
18. SEMYOME (Semiahmoo) First Nation
19. MÁLEXEŁ, BOKĆEN, W̱JOŁEŁP, ST̓ÁUTW̱, W̱SÍḴEM First Nations share interest in Goldstream IR 13

## Traditional Territory

Traditional Territory is the geographic area identified by a First Nation to be the area of land which they and/or their ancestors traditionally occupied or used. (1) While identified for its historical use, it is important to remember that these lands still hold value today for First Nations whose ancestors lived here.

(1) Joseph, R., & Joseph C. (2012. Working Effectively with Aboriginal Peoples. Port Coquitlam: Indigenous Corporate Training Inc.

1:350,000

0 5.5 11 Kilometres

Projection: Universal Transverse Mercator Zone 10
North North American Datum 1983

DISCLAIMER
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 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.

February 2015: First_Nations_Territories_CRD.mxd

# Territory Acknowledgment

*The CRD acknowledges that it conducts its business in the territory of the Lək̓ʷəŋən (Songhees) and Xwsepsum(Esquimalt) Nations here in the core area, the W̱SÁNEĆ Nations, including W̱JOŁEŁP (Tsartlip), BOḰEĆEN (Pauquachin), SṮÁUTW̱, (Tsawout) and W̱SIKEM (Tseycum) on the Saanich Peninsula and Gulf Islands, Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht to the west, as well as MÁLEXEŁ (Malahat) and Pune'laxutth' (Penelekut) Nations, all of whom have lived on these lands since time immemorial.*



# Capital Regional District Board Priorities

*We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.*

## Board Priority 3a - Reconciliation with First Nations

3a-1 Look to First Nations for leadership in understanding how to create new regional planning & decision-making systems together on their Traditional Territories

3a-2 Seek partnerships, share information & deliver fair & equitable services in working with First Nations on achieving their economic goals

3a-3 Work with First Nations on taking care of the land & water while providing space for cultural & ceremonial use, food & medicine harvesting, traditional management practices & reclaiming Indigenous place names

3a-4 Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management

3a-5 Develop, monitor and report out on a First Nations Relations Strategic Plan *

3a-6 Present an amended First Nations Relations division service plan & budget to the Board in consideration of Task Force recommendations with financial & resource implications *

# Capital Regional District First Nations Relations

The CRD's First Nations Relations Service supports the CRD and its Board to build strong and enduring relationships with neighbouring First Nations governments. By working together and sharing prosperity, we create thriving and resilient communities. The capital region spans the Territories of approximately 20 First Nations, of which 11 have Reserve lands and 9 have settlement populations made up of 4,142 members.

The CRD is working toward developing relationships with First Nations based on trust, mutual respect, partnerships, and collaborating on shared goals. The CRD is able to create agreements with individual nations, and together we can access more resources for creative solutions and new opportunities. We are committed to respectfully and appropriately engaging First Nations communities in regional strategies, decision-making and shared interests.

By facilitating increased participation of First Nations in CRD governance, the organization has taken an important and measurable step towards the Board priority of Reconciliation with First Nations.

CRD First Nations Relations mandate includes supporting the Board in its strategic priority to build stronger relationships with local First Nations, assisting CRD Departments in their day-to-day service delivery activities with First Nations, and working directly with First Nations governments in areas of common interest. First Nations Relations is guided by Board Priorities and implementing the actions and recommendations outlined in the First Nations Task Force Final Report. Underpinning the report is a Statement of Reconciliation, which guides the organization's initiatives at the Board, leadership and staff level.

Helping to deliver on our mandate to develop positive and collaborative relationships with Nations, the First Nations Relations communications framework provides a guide for CRD employees on the essentials of clear, concise, constructive and professional internal and intergovernmental communication in this context.

First Nations Relations
*a division of the Capital Regional District*

# Statement of Reconciliation

The CRD's boundaries span the Traditional Territories of over 20 First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance. The CRD is part of a national movement towards Reconciliation with Canada's Indigenous peoples, informed by:

- The Truth and Reconciliation Commission's Calls to Action
- The United Nations Declaration on the Rights of Indigenous Peoples
- Sec. 35 of the Canadian Charter of Rights and Freedoms
- The Douglas Treaties and the BC Modern Treaty process

The CRD's path to Reconciliation focuses on three recurring themes:

## 1. Self-Determination

The CRD acknowledges the fundamental right of self-determination to Indigenous peoples. In the spirit and intent of inclusivity, the CRD is committed to working with First Nations through the governance systems they choose. When First Nations wish to participate in our decision-making process then we will support them. The CRD will look to First Nations for leadership in understanding how to create new decision-making systems together on their Traditional Territories.

## 2. Shared Prosperity

The CRD recognizes the gap in wealth between First Nations and settler governments. The CRD will work towards a prosperous economic future for all of its residents and believes that improving the lives of the most vulnerable citizens creates a stronger and more resilient region for everyone. The CRD will seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals

## 3. Relationship with the Land and Water

The CRD recognizes the integral relationship First Nations have with the land; often the names for the people of the land and the land itself were one and the same. The CRD will work with First Nations on taking care of the land while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

## About the Statement

*The work of Reconciliation falls to all segments of Canadian society. The Capital Regional District (CRD) is committed to Reconciliation with Indigenous peoples. It is understood that a commitment alone is not enough and that action is needed to show that the CRD is taking measurable steps towards a better relationship with Indigenous peoples.*

*This statement of commitment to Reconciliation can guide decision making for the organization for many years to come. It is understood that Reconciliation is a long term goal with no defined end point. The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is the reference framework for the CRD's commitment to Reconciliation, which aims to address activities within the scope of the CRD's authority. This statement is a work in progress which acknowledges that mistakes will be made and provides for adjustments to accommodate emergent practices.*

# Sending the Right Message

As a central point of contact for the region, the CRD facilitates diplomatic relationships with First Nations, Indigenous agencies, multiple governments and stakeholders. Diplomatic intergovernmental communication may have several desired outcomes including to inform, consult, collaborate and empower. In addition to these objectives, it is important that First Nations needs are considered by keeping some of the following perspectives in mind when communicating with First Nations, or regarding any content related to First Nations in communication with others. Intergenerational trauma is a very real legacy of colonization, and that this needs to be kept front of mind in all interactions.




## Approach

Have you checked with First Nations Relations to see if there are any other recent communications to the same First Nation that need to be considered or coordinated with? Is the audience internal or external? Are you aware of the best way to communicate the information? What is the history of past communication? Is the approriate contact reaching out?




## Applicable

How does the message relate to other things we have heard or said previously? How does this connect to the First Nation's realm of authority? What might be an identified interest that they already have in the topic? Is there opportunity for collaboration? Is there opportunity to support the nation's work and develop a reciprocal relationship?




## Accessible

Is the communication style and language accessible? What kind of content overview information are included? Will it reach an audience that doesn't have a background in the topic?




## Appropriate

Is your message professional in tone and content? Is there any language that could be insensitive or offensive from an outside perspective? Does some of the language sound parental or colonial in nature? Are our decision makers meeting with their decision makers?




## Aligned

Does the message have the right context and background to support a response? Are you making their work easier by providing clarity and background? Is it clear what is being asked? Has enough time been provided? Is the communicator in the corresponding role to the audience?

# The CRD Writing Style Guide

Specific style standards in the CRD Writing Style Guide pertaining to First Nations Relations are presented in Section 13.2 First Nation as Government.

First Nation is now used instead of Band. As appropriate, use First Nation or Nation. It is becoming more common for communities to prefer Nation over First Nation. Some Nations emphatically do not like to be referred to as a First Nation (Esquimalt Nation). Therefore, when referencing the two neighbouring Nations: "met with Songhees and Esquimalt Nations" or "met with Songhees First Nation and Esquimalt Nation".

Use the Nation's preferred language, spelling, capitalization, and pronunciation as follows:

| Indigenous spelling | Indigenous pronunciation | Anglicized spelling | Anglicized pronunciation |
|---|---|---|---|
| W̱SÁNEĆ (grouping of Nations on the peninsula) | wuh-SAY-nitch | Saanich | SA nitch |
| SENĆOŦEN (language) | sen CHAW then | Sencoten | sen CHAW then |
| STÁUTW̱ | ts SAY out | Tsawout | SAY out |
| BOḰEĆEN | BAH kwa chin | Pauquachin | PAH kwa chin |
| W̱JOŁEŁP | wuh-chawt-lip | Tsartlip | SART lip |
| W̱SIḴEM | Hwa SIGH come | Tseycum | SIGH come |
| MÁLEXEŁ | MAL ahat | Malahat | MAL ahat |
| Lək̓ʷəŋən (dialect) | Le-KWUNG-en | Lekwungen | Luh KWUNG gen |
| Songhees | SONG gees | Songhees | SONG gees |
| Esquimalt | Es KWY malt | Esquimalt | Es KWY malt |
| Sc'ianew | Chee-Ah-nook | Beecher Bay | Beecher Bay |
| T'Sou-ke | Sowk | T'Sou-ke | Sowk |
| Dididaht (language) | DID he dah | Dididaht | DID he dah |
| Pacheedaht | Pa CHEE dah | Pacheedaht | Pa CHEE dah |

When addressing the Nation, it is most respectful to use the Indigenous name in the address and ideally throughout the body of the letter. It is also acceptable to use the anglicized name in the body of the letter.

When referring to the Nation in the third person STÁUTW̱ (Tsawout Nation) presented a delegation to the Board on this day...."), refer to the Nation in the Indigenous language first with anglicized name in brackets.

First Nations are an upper level of government on par with the Crown. When listing agencies and institutions, First Nations should be referenced either before or immediately after federal government.

- "The CRD has partnered with First Nations, federal, provincial and local government to..."

Additionally, when writing and speaking, Indigenous Peoples can be used interchangeably with First Nations, although it is preferable to speak to the specific nation when possible.

It is appropriate when speaking of urban diaspora communities and when many different nations are included, ie. CBC Indigenous. Indigenous is generally capitalized when used in this context.

# Using the Right Communication Tools




At the CRD, all external messages need to be considered and appropriately communicated to ensure effective delivery and intended impact.

Knowing ***what*** you want to communicate and ***who*** you want to communicate it to will determine ***how*** you send your message. It is helpful to consider that history, culture, age and gender can play a part in how people communicate.

***What?***

- Is the communication about notification, consultation or collaboration?
- Does the work require a Crown permit, or not? If yes there is a more formal referrals process.
- Does the CRD have a protocol agreement in place with the Nation, or not?

***Who?***

- Staff correspond with staff, leadership with leadership. Do not contact the Chief about a matter staff can address.
- When sending letters to Chief and Council, include their administration staff as they often review and prioritize correspondence.

***How?***

- Increasingly Nations are preferring email to paper communication. Please check with First Nations Relations to confirm the Nation's preferred communication method. If there is a protocol agreement follow what is outlined in the agreement.

# Communication Tools & Considerations

| | |
|---|---|
| **In Person**<br>Strengthening relationships and clarity of communication | *When:* Preferred formal protocol where there is a need for understanding, building trusted relationships, immediate feedback and public relations. |
| | *Considerations:* Corresponding levels of authority for example leader to leader, and staff to staff. |
| **Social Media & Video**<br>Presenting and explaining work and sharing opportunities | *When:* Priority initiative reports or announcements, cultural & historical awareness, educational content. Social media is valuable for listening to opinions of communities, fostering relationships, explaining our work and related topics of interest. Videos can help underscore CRD operations are within over 20 traditional territories and present examples of Reconciliation opportunities in action. |
| | *Considerations:* Audience reach, opportunity for culture and community relationship development, leadership. |
| **CRD Public Website**<br>Sharing program information and linking to tools and resources | *When:* Program updates, events and relevant links. |
| | *Considerations:* Global audience, information accessibility, CRD reputation building, community relationship and organizational culture development. |
| **Economic Opportunities**<br>Providing Nations easy access to regional opportunities and information relevant to their interests and responsibilities. | *When:* First Nation and Indigenous Agency specific interests or opportunities. |
| | *Considerations:* Relevance, scope, timeline, accessibility. |
| **Media Releases**<br>Share the success of collaboration and enroll the greater community in shared work and future visoning. | *When:* When a partnership initiative has significant milestones. |
| | *Considerations:* Purpose, audience, community enrollment. |
| **Text and Messaging Applications**<br>Arranging meetings and managing logistics | *When:* Fast direct person to person communication tools for arranging meeting times, planning and feedback. |
| | *Considerations:* Leans on staff personal accounts and tools. Emphasis on personal relationships more than organizational. |
| **Phone Calls and Video Conferences**<br>Remote personal clear communication | *When:* In person is not possible, working in larger groups, need for clarity and engagement, immediate feedback. Ensures that the message is received by the intended audience. |
| | *Considerations:* The right participants, technologically inclusive, proper focus and facilitation. |
| **Letters and Email**<br>Formal invitations and project information | *When:* In person or a call is not possible, when a record is required for tracking governance and business deliverables, when there is a longer timeline. |
| | *Considerations:* Corresponding levels of authority for example leader to leader, staff to staff. Nations are flooded with email and one comprehensive email message is best. Written record requires tact, skill, and awareness. |



Artwork by Darlene Gait, a member of the Esquimalt Nation. This work was commissioned as part of the CRD Waste Water Treatment Project.

# Education and Awareness

To learn more about the Nations on whose territory we operate and Indigenous Peoples, directors and staff are encouraged to explore cultural awareness topics, days, events and training as opportunities arise. First Nations Relations has compiled helpful learning guides and templates that are available on the intranet.

- Territorial Acknowledgment Guide
- First Nations Honoraria Policy

Significant days and events include:

- National Indigenous History Month, June
- Indigenous Peoples Day, June 21
- National Day of Truth and Reconciliation, September 30
- National Day of Action for Missing and Murdered Indigenous Women, Girls and Gender diverse people, October 4
- Moosehide Campaign, February 11
- National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Gender diverse people (Red Dress Day), May 5

Understanding social impacts of colonization:

- Legacy of Hope Foundation
- #IAmNotACostume

# Mental Health

The ongoing impacts of colonialism on Indigenous Peoples that is shared in the media and our communications can be challenging to learn about and can create an emotional and sometimes triggering response.

If you need support, contact the employee and family assistance program for your employee group:

- Staff and their dependents in the Exempt and CUPE groups can contact Lifeworks at 1-888-307-0590
- Staff and their dependents in the USW group can contact Vancouver Island Counseling at 1-877-746-6911

Other support services:

- Indian Residential School Survivors Society – 24 Hour Crisis Line (1-800-721-0066)
- KUU-US Crisis Line Society – 24 Hour Crisis Line (British Columbia) (1-800-588-8717)
- National Indian Residential School Crisis Line (1-800-925-4419)
- National Centre for Truth and Reconciliation



Making a difference...together

Making a difference...together

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **Capital Regional District 2021 Annual Report**

## ISSUE SUMMARY

To present the Capital Regional District 2021 Annual Report.

## BACKGROUND

The Capital Regional District (CRD) 2021 Annual Report, attached as Appendix A, provides a profile of CRD services and our progress and accomplishments in advancing Board and Corporate priorities, together with service delivery results and financial highlights. The report also features key activities of the CRD's other corporate entities, the Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC), and the many CRD-appointed Commissions.

The report is prepared to give stakeholders information about the CRD's activities and performance and together with the approval of the 2021 financial statements, will close-out the prior year. This report is filed with the provincial government together with the detailed financial statements, circulated to stakeholders and submitted to the Government Finance Officers Association to share our reporting and performance.

2021 marked completion of the third year of the Board's four year term and the report provides an opportunity to share the progress on the Board's Strategic Priorities for 2019 – 2022 advancing actions and initiatives related to Transportation and Housing; Climate Change Adaptation and Mitigation; First Nations Reconciliation; and Advocacy, Governance & Accountability (including EA specific initiatives). The Board's Strategic Priorities confirm the CRD's vision, mission and mandate and set the long-term strategic direction for the CRD in order to respond to community needs. This work is done in alignment with the Statement of Reconciliation.

Despite the challenges that the COVID-19 pandemic continued to present in 2021, the CRD continued to provide essential services and make significant progress on the Board and Corporate priorities. Some of the most visible projects across the region included the opening of the newest section of the E&N Rail Trail near Savory Elementary School, the continued work to implement the Regional Housing First Program to create affordable housing units, upgrades and improvements to local water systems and advancing our work on First Nations Reconciliation. Our emergency operating centers were busier than ever with activations for a number of severe weather emergencies. A major corporate accomplishment in 2021 was receiving the Occupational Health and Safety Certificate of Recognition for our workplace safety efforts.

We also focused on developing our organization improving our operations, systems and processes to effectively manage taxpayer resources and steward our more than $2.6 billion of assets that contribute to the health and wellbeing of residents.

The results contained in the report show the breadth and scope of what we do on a daily basis and demonstrates how the CRD contributes to an improved quality of life for the residents through the efficient and effective delivery of services across the region.

## RECOMMENDATION

There is no recommendation. This report is for information only.

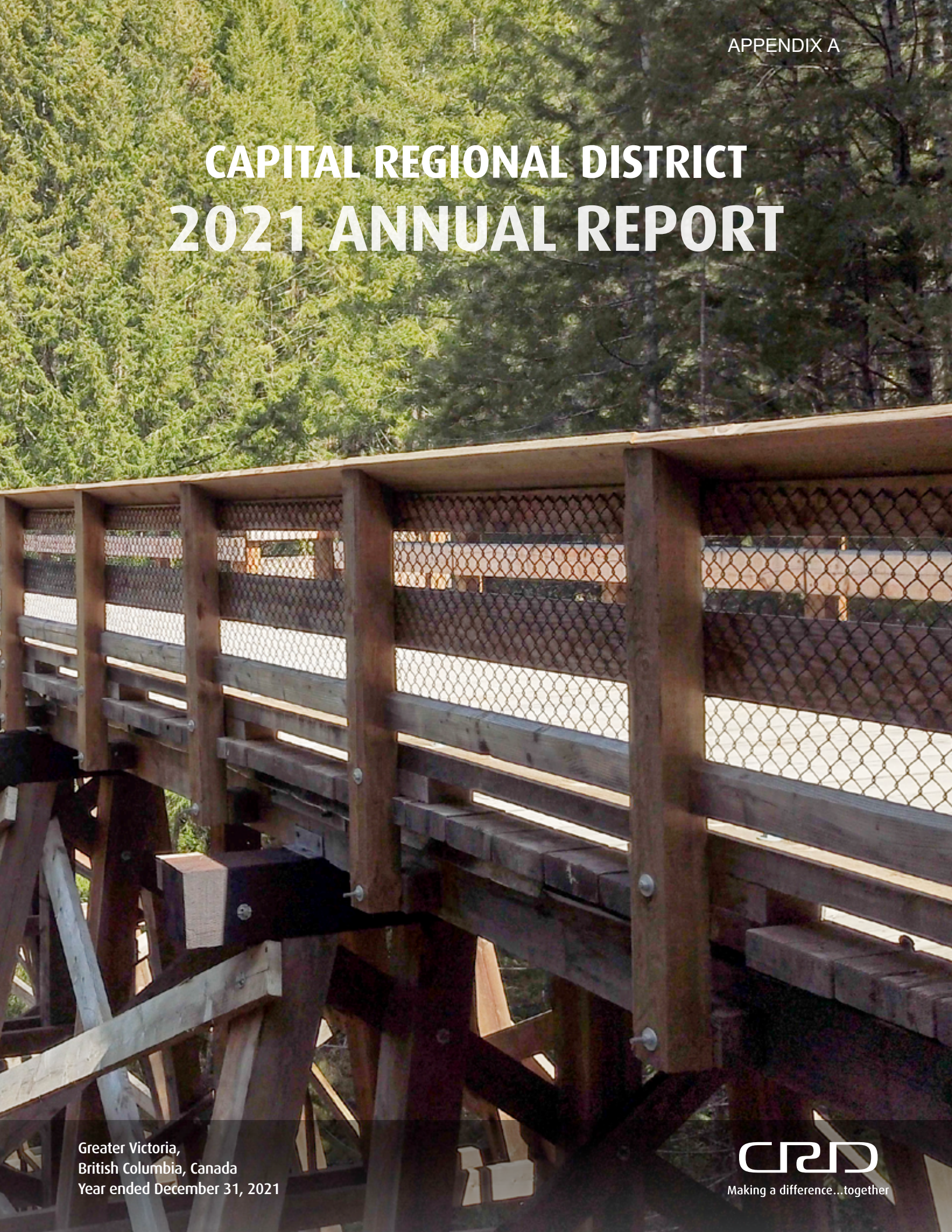
| | |
|---|---|
| Submitted by: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENT(S)

Appendix A: Capital Regional District 2021 Annual Report

APPENDIX A

# CAPITAL REGIONAL DISTRICT
# 2021 ANNUAL REPORT



Greater Victoria,
British Columbia, Canada
Year ended December 31, 2021

Making a difference...together

## TERRITORIAL ACKNOWLEDGEMENT

The CRD acknowledges that it conducts its business in the territory of the Lək̓ʷəŋən (Songhees) and Xwsepsum (Esquimalt) Nations here in the core area, the W̱SÁNEĆ Nations, including W̱JOŁEŁP (Tsartlip), BOḴEĆEN (Pauquachin), SṮÁUTW̱, (Tsawout) and W̱SIKEM (Tseycum) on the Saanich Peninsula and Gulf Islands, Sc'ianew (Beecher Bay), T'Sou-ke, and Pacheedaht to the west as well as MÁLEXEŁ (Malahat) and Pune'laxutth' (Penelekut) Nations. All of whom have lived on these lands since time immemorial.

## PHOTO ACKNOWLEDGMENT

The photos in this document were taken within the boundaries of the Capital Regional District. Thank you to the wonderful local professional and staff photographers that contributed photos to this report.

**Cover:** Todd Creek Trestle

# Table of Contents


## Our Organization

The Capital Regional District . . . . 2
Message from the Board Chair . . . . 4
Message from the Chief Administrative Officer . . . . 5
Board of Directors . . . . 6
Executive Leadership Team . . . . 7
Governance Framework . . . . 8

## Our Profile

A Resilient Region . . . . 10

## Community Needs

Supporting & Responding to Community Needs . . . . 12
Accountability . . . . 14
Affordable Housing . . . . 14
Arts & Culture . . . . 15
Climate Action & Adaptation . . . . 15
Economic Development . . . . 15
First Nations Relations . . . . 16
Health Facilities . . . . 16
Landfill & Recycling . . . . 16
Parks & Natural Resource Protection . 17
Planning & Development . . . . 17
Protective Services . . . . 18
Recreation . . . . 18
Transportation . . . . 19
Wastewater Management . . . . 19
Water . . . . 19

## 2021 Progress

Delivering on Priorities & Projects . . 20
Board Priorities . . . . 22
- Community Wellbeing . . . . 22
- Climate Action & Stewardship . . . . 26
- First Nations Reconciliation . . . . 28
- Advocacy, Governance & Accountability . . 29

Major Projects . . . . 34
Awards . . . . 36

## 2021 Financial Highlights

CRD Financial Reporting Overview . . 38
CRD Statement of Financial Position . 41
CRD Statement of Operations . . . . 42
CRD Financial Health . . . . 43
CRD Capital Investment . . . . 45
CRHD Statement of Financial Position . 47
CRHD Statement of Operations . . . . 48
CRHD Financial Health . . . . 48

## Key Documents

List of Reports & Plans . . . . 49

# The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 432,100 people .

The capital region spans the Territories of approximately 20 First Nations, of which 11 have Reserve lands and 9 have settlement populations, made up of 4,142 members .

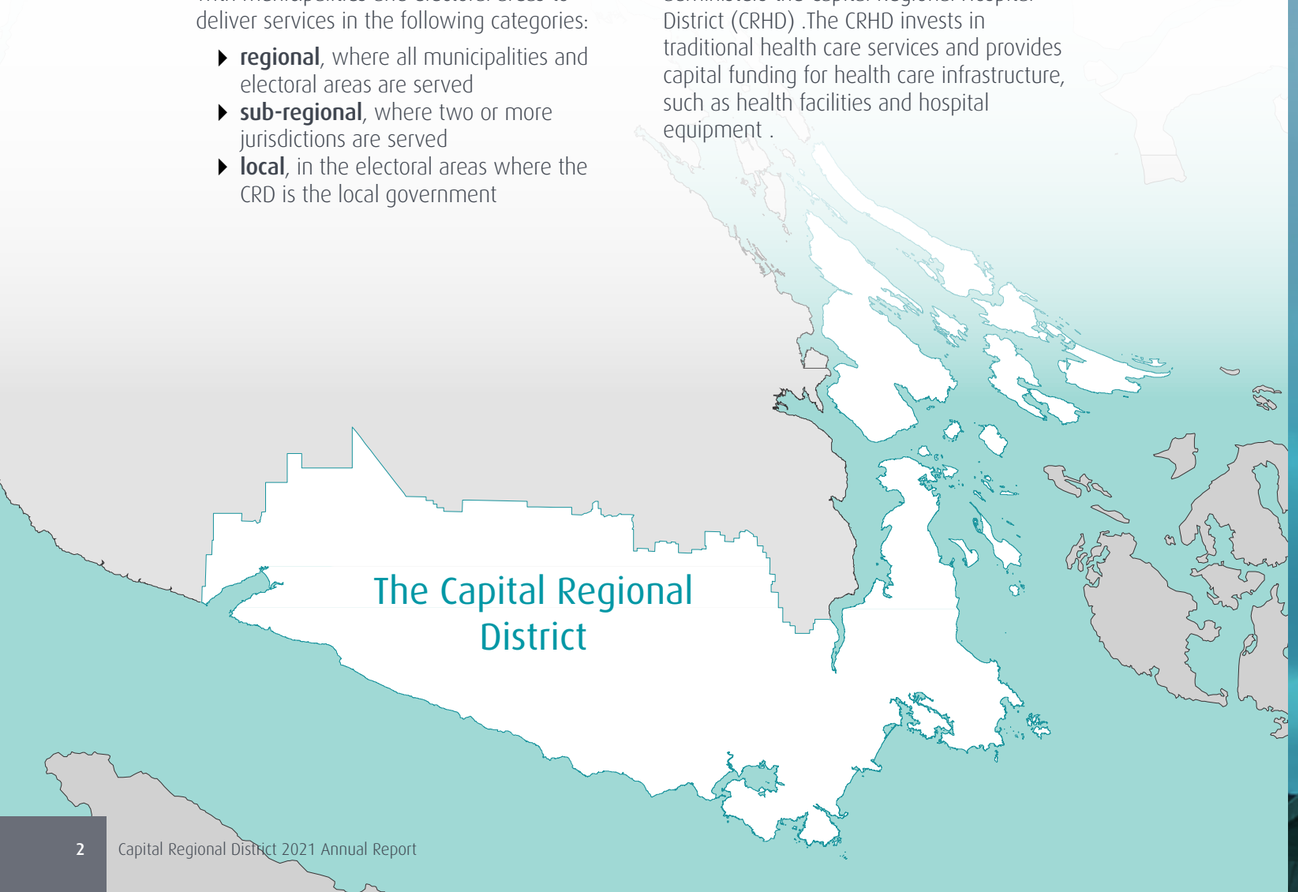
The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models .These include the regional water supply, solid waste, wastewater treatment, regional parks, housing, 911 call answer and recreation facilities .

The CRD has more than 200 service, infrastructure and financing agreements with municipalities and electoral areas to deliver services in the following categories:

- **regional**, where all municipalities and electoral areas are served
- **sub-regional**, where two or more jurisdictions are served
- **local**, in the electoral areas where the CRD is the local government

The CRD works collaboratively with First Nations and other levels of government and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services .

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,893 affordable rental homes throughout the region, and administers the Capital Regional Hospital District (CRHD) .The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment .






# OUR ORGANIZATION

# Message from the Board Chair

I want to thank our Board and Commission members for their leadership, dedication and commitment to their roles as we move into the final year of this Capital Regional District Board term .I am honoured to have had the privilege to serve as Board Chair for the full term, working to support everybody who lives, works, creates and plays in this beautiful region .

When we began our term, we set an ambitious agenda .Now, over 95% of the initiatives listed in our corporate plan are either progressing, completed or operationalized .Given the aspirational agenda we began with, this is a major accomplishment .This term, we have used a more focused approach advocating to senior levels of government, asking them to partner with us on important initiatives and projects .

In 2021, we developed a new Climate Action Strategy to reflect our priorities and provide clarity on the CRD's role as a climate action leader over the next five years .We will now begin advancing key pillars of the plan, including work to support, endorse and encourage active, public and zero-emission transportation options .

We have taken steps to develop relationships with Indigenous Leaders based on mutual respect and advancement .The CRD Board approved a number of bylaw changes in 2021 to include First Nations elected representatives on CRD standing committees . We continue to look to First Nations for leadership and guidance on co-creating new decision-making systems to build more inclusive and collaborative governance .

As our population grows, we continue to adapt to meet the needs of our changing region .To achieve the region's climate, transportation and livability targets, we must transform the status-quo approach to our transportation network .We now have a set



of transportation priorities that reflect the unique urban, suburban, rural and remote make-up of the region .These include a combination of large-scale region-wide initiatives and smaller-scale safety initiatives, such as Southern Gulf Islands connectivity .

During our final year, we will keep our momentum moving forward with a focus on our strategic priorities and setting up the future Board for success .I am confident that the decisions and direction made throughout the duration of this Board term will benefit the region for many years to come .



Colin **PLANT**
Chair
Capital Regional District Board



# Message from the Chief Administrative Officer

As our tagline says, we make a difference... together .2021 was an incredibly successful year for the CRD as we maintained continuity of operations, delivering projects and advancing Board priorities .

We play a critical role throughout the region - planning, developing and executing essential work and responding to community needs and interests with compelling innovation .We always strive for excellence in what we do and, as a dynamic employer, we aim to be adaptable to changing business trends .

The significant growth across the region requires continued capital investment in infrastructure to keep pace with the growing population, now at 432,100 people, and support for development, more than $2B of construction in 2021 .The major changes have significantly increased the size of our operating budget and the scale and scope of our operations .

At the CRD, we hold ourselves to a high standard, adopting leading industry best practices to enhance our organizational systems, business processes and governance . We delivered these improvements through innovations in project delivery and capital finance, more strategic advocacy work and recruitment, and more comprehensive corporate reporting and planning, in line with our nationally acknowledged corporate planning process and Organizational Development Plan .

Our corporate-wide commitment to safety was recognized by our recent "COR certified" designation through WorksafeBC's Certificate of Recognition (COR) Program .We also conducted the CRD's first Inclusion and Workplace Culture Survey, a milestone on the CRD's journey toward an Equity, Diversity and Inclusion Framework .



Looking beyond this year, we have developed strategies, procedures and plans to address trends and issues that will impact the organization into the future .There is a critical need for a unified and intentional path forward as we continue to adapt to changing environmental, social, economic and governmental conditions .

We have committed to continuously assess and improve our services, processes, partnerships and advocacy to better achieve results .I am proud of the significant gains and major accomplishments in 2021, all of which are a result of our dedicated Board, capable staff and the many partners, contractors and volunteers whose continued commitment and contribution have allowed us to achieve our goals .



Robert **LAPHAM**
Chief Administrative Officer
Capital Regional District
Capital Region Housing Corporation
Capital Regional Hospital District

# Board of Directors

The CRD is governed by a 24-member Board of Directors, supported by more than 75 committees and commissions .The Board is composed of one or more elected officials from each of the municipalities and three electoral areas within the CRD's boundaries .Each municipality has one director for every 25,000 people (or portion thereof) .Each electoral area is represented by one director .

The directors also serve on the Capital Region Housing Corporation Board and the Capital Regional Hospital District Board .

**Chair** Colin **PLANT**, Saanich
**Vice-Chair** Rebecca **MERSEREAU**, Saanich

**Chair** Lisa **HELPS**, Victoria
**Vice-Chair** David **SCREECH**, View Royal

**Chair** Denise **BLACKWELL**, Langford
**Vice-Chair** Rebecca **MERSEREAU**, Saanich

### Directors

- Susan **BRICE**, Saanich
- Barbara **DESJARDINS**, Esquimalt
- Fred **HAYNES**, Saanich
- Lisa **HELPS**, Victoria
- Mike **HICKS**, Juan de Fuca EA
- Gary **HOLMAN**, Salt Spring Island EA
- Dave **HOWE**, Southern Gulf Islands EA
- Ben **ISITT**, Victoria
- Jeremy **LOVEDAY**, Victoria
- Rob **MARTIN**, Colwood
- Cliff **MCNEIL-SMITH**, Sidney
- Rebecca **MERSEREAU**, Saanich
- Kevin **MURDOCH**, Oak Bay
- Geoff **ORR**, North Saanich
- John **RANNS**, Metchosin
- David **SCREECH**, View Royal
- Lanny **SEATON**, Langford
- Maja **TAIT**, Sooke
- Ned **TAYLOR**, Saanich
- Ken **WILLIAMS**, Highlands
- Ryan **WINDSOR**, Central Saanich
- Geoff **YOUNG**, Victoria





# Executive Leadership Team

The Executive Leadership Team (ELT) consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and the General Managers, who are also officers of the corporation .These officers direct the departments and divisions of the CRD and work collaboratively to:

- consider strategic issues related to corporate decision-making
- discuss solutions to organizational challenges
- provide direction on corporate-wide policies, systems, projects and initiatives
- ensure employees are empowered to achieve organizational goals

The ELT ensures that corporate policies are clear and appropriate and that there are effective management actions to meet statutory obligations, mitigate risks and report on progress, outcomes and concerns .

The ELT has the administrative responsibility and delegated authority to manage and coordinate various programs, projects and initiatives and makes decisions to support overarching corporate goals that are in the best interests of the organization as a whole .

### Executive Leadership Team

- Robert **LAPHAM**, Chief Administrative Officer
- Kristen **MORLEY**, General Manager, Corporate Services & Corporate Officer
- Nelson **CHAN**, Chief Financial Officer
- Kevin **LORETTE**, General Manager, Planning & Protective Services
- Larisa **HUTCHESON**, General Manager, Parks & Environmental Services
- Ted **ROBBINS**, General Manager, Integrated Water Services

*(Shown from left to right below)*



# Governance Framework

The CRD is governed by a 24-member Board of Directors, which serves as a political forum and a vehicle for advancing the interests of the region as a whole .The Board is composed of one or more elected officials from each of the local governments within the CRD's boundaries:

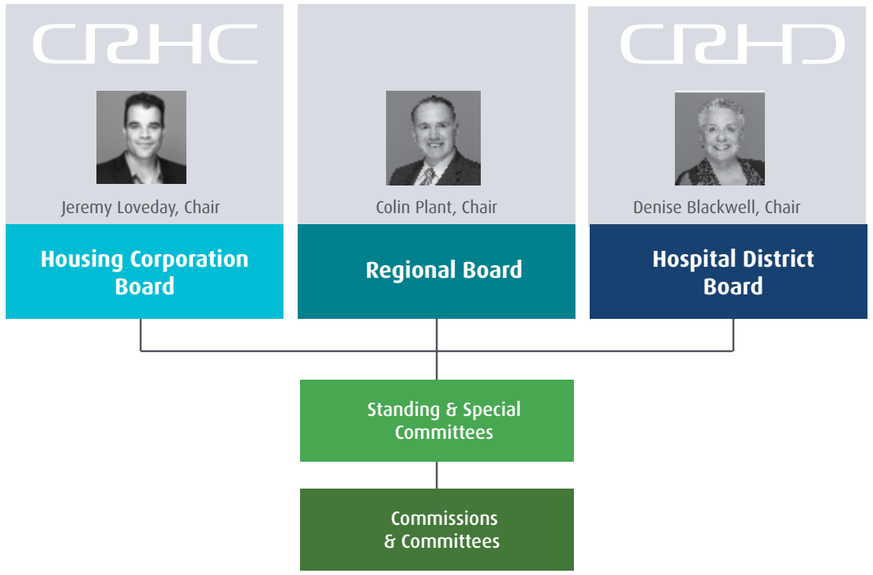
- For areas outside municipal boundaries (electoral areas), citizens elect one director to the Board during general local elections .
- Each municipal council appoints one or more elected officials to the Board .The formula is one director for every 25,000 population (or portion thereof) .

All members also sit on the Capital Region Housing Corporation (CRHC) Board and the Capital Regional Hospital District (CRHD) Board . Board meetings are held once a month and are open to the public .

Collectively, these Boards establish the CRD vision, set priorities and provide direction on service delivery, collaboration and partnerships .Various committees and commissions oversee delivery of services and report to the CRD, CRHC and CRHD Boards .

The chair and vice-chair of each regional board are elected from among the directors at an inaugural meeting held each November . Next, the regional board chairs define various committees and their membership .

To make decisions, directors must vote . The CRD uses special voting rules based on population and the combination of participants in each service .Some votes are unweighted (one vote per director) and others are weighted based on population (one vote per 5,000 population or portion thereof) .






# OUR PROFILE

The CRD has more than 200 service, infrastructure and financing agreements with municipalities and electoral areas to deliver services .

# A Resilient Region

Encompassing 237,000 hectares, including 70 Gulf Islands, the capital region is a sought-after destination, renowned for its mild climate, beautiful coastlines and natural ecosystems .

The region offers a balance between rural and urban lifestyles, including the farming communities in North Saanich, the evergreen hills of Sooke, the artisan networks on the Gulf Islands and the government and business hub of Victoria, the province's capital city .It is home to the Canadian Pacific Naval Fleet and multiple post-secondary educational institutions, including Camosun College, Royal Roads University and the University of Victoria .

Tourism, technology, health care and government services are key industries in the region, a place where residents and tourists can enjoy the Pacific Ocean, old-growth rainforests, outdoor adventure and a vibrant arts and culture scene .

The region has seen a steady increase in population and sustained growth in housing starts and property values .The CRD will continue to work with local residents, community groups, businesses, First Nations, major institutions, municipalities and other stakeholders to ensure we continue to meet the needs of this resilient and growing region through major infrastructure development and services .



Sea to Sea Regional Park



# Meeting the Needs of a Resilient Region

**432,100**
**Residents**
up **6.2%** since 2017

**$2.0B**
**Building Permits**

**4,809**
**Housing Starts**
in the Victoria CMA

**2.5%**
**Inflation Rate**
vs **3.4%** nationally

**$1,161,500**
**Avg price of single family dwelling in CRD**
up 24.6% over 2021

# Supporting & Responding to Community Needs

In hearing and responding to the concerns of constituents, the CRD Board identified 15 community needs to focus and drive work .Through strategic and corporate planning, the strategic course for the CRD is set over a four-year mandate to respond to community needs and to deliver on the Board's mission, vision and priorities and the organization's ongoing service mandates and approved plans .

The CRD budget cycle ensures that we respond to changes in our external and internal environments .The Executive Leadership Team identifies projects that enhance our corporate capacity to ensure we are well-positioned to meet evolving Board and community needs .Each spring, the corporate annual report is presented to demonstrate progress, capture major accomplishments and summarize financial highlights .

The following 15 community needs have been identified to guide the work the organization delivers .

1 . Affordable Housing
2 . Transportation
3 . First Nations Relations
4 . Economic Development
5 . Climate Action & Adaptation
6 . Parks & Natural Resource Protection
7 . Protective Services
8 . Wastewater
9 . Landfill & Recycling
10 .Water
11 . Planning & Development
12 . Arts & Culture
13 . Recreation
14 . Health Facilities
15 . Accountability








# COMMUNITY NEEDS

**For each community need identified in our Corporate Plan, the CRD Board approved an outcome statement to capture what we envision our work will accomplish.**



We envision being leaders in accountability through transparency, organizational performance and service delivery .

## ACCOUNTABILITY

The CRD leads organizational accountability through corporate best practices and effective financial and audit reporting . Guided by our Organizational Development Plan, we continually strengthen the organization and engage employees by investing in operational efficiency and transparency systems to ensure public access to CRD information and through ongoing workforce training and development .Our Corporate Plan and Board Strategic Priorities inform service and financial planning to best serve our communities .Exceptional customer service and service delivery are central to our operations .



We envision residents having access to affordable housing that enhances wellbeing and reduces homelessness in the community .

## AFFORDABLE HOUSING

Affordable housing is key to a strong economy and healthy region .The Capital Region Housing Corporation (CRHC) provides 1,893 units of affordable housing, and the CRD Regional Housing Trust Fund provided over $11 8M to help build 956 affordable rental housing units .The CRD-initiated Regional Housing First Program partnered the CRD, the Province through BC Housing and the Government of Canada through Canada Mortgage and Housing Corporation, to commit $120M to create up to 2,000 affordable housing units, including 20% of units renting at the provincial income assistance rate .The program leverages up to $600M in development .



## ARTS & CULTURE

The CRD Arts & Culture Support Service provides grants to non-profit organizations developing arts programming, which in turn create artistic, social and economic benefits for the region .By supporting, promoting and celebrating the arts, the CRD contributes to the development of a healthy, livable and vibrant community and fosters collaboration between arts organizations, funders and audiences . On behalf of participating jurisdictions, the CRD funds performing arts venues, and non-profit organizations producing arts programming, in addition to developing, operating and maintaining numerous local amenities .The Service is guided by the CRD Arts & Culture Support Service Strategic Plan .

## CLIMATE ACTION & ADAPTATION

The CRD Climate Action Service works with partners to identify, support and execute corporate and community-focused mitigation and adaptation initiatives .To help the region greatly reduce greenhouse gas emissions and prepare for climate impacts, we support local governments in achieving their climate goals .The Climate Action Strategy guides climate mitigation and adaptation actions for the CRD's 200 services .

## ECONOMIC DEVELOPMENT

As the local government for the Salt Spring Island, Southern Gulf Islands and Juan de Fuca electoral areas, the CRD advances committee and commission-directed projects and provides data and recommendations from the CRD Regional Information Service .The Salt Spring Island Community Economic Development Commission and the Southern Gulf Islands Community Economic Sustainability Commission develop strategies to foster resilient and sustainable local economies .





Kayla Henry of Noble Riot Dance Theatre Society.Photo: Joshua Lawrence

We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to the quality of life of our residents .




We envision reduced Green House Gas emissions, triple bottom-line solutions and progress on adaptation .



We envision increasing economic development potential in the region, with a special emphasis on sustainable, resilient local economies for all the communities in the capital region .



We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals .

## FIRST NATIONS RELATIONS

The First Nations Relations Service supports the CRD and its Board to build strong and enduring relationships with neighbouring First Nations governments . We are committed to respectfully and appropriately engaging those First Nations communities in regional strategies, decision-making and shared interests .Priorities include implementing the actions and recommendations outlined in the First Nations Task Force Final Report .Underpinning the report is a Statement of Reconciliation, which will guide the organization's initiatives at the Board, leadership and staff level .




We envision effectively contributing to improved community health and wellbeing .

## HEALTH FACILITIES

The Capital Regional Hospital District (CRHD) fosters a healthy region by investing in traditional health care services, developing and improving health care facilities and providing capital funding for infrastructure, such as acute care, residential care and hospital equipment .The CRHD strategically acquires property, plans and delivers capital projects, and partners with Island Health on public health bylaws and capacity-building through a Community Health Network .The CRHD and the CRD share the same Board of Directors and Officers .



We envision minimizing waste disposal and maximizing waste diversion .

## LANDFILL & RECYCLING

The CRD's comprehensive and ever-evolving solid waste management system minimizes waste and maximizes resource recovery .The Environmental Resource Management Service operates the landfill, oversees solid waste planning, explores opportunities for resource recovery and identifies best practices to further reduce waste, increase recycling and mitigate climate change .The CRD seeks the best use for waste resources through initiatives such as methane gas capture and the diversion of kitchen scraps from the landfill .



We envision additional land acquisitions and increased access to parks and recreational trails for residents .

## PARKS & NATURAL RESOURCE PROTECTION

The CRD protects and manages more than 13,000 hectares of spectacular natural areas in 34 regional parks and trails on southern Vancouver Island and the Gulf Islands, providing outdoor experiences and activities that improve personal health and foster appreciation and respect for the region's natural environments .Guided by the Regional Parks Strategic Plan, the CRD develops and maintains park facilities, offers interpretive programs for continued park stewardship and plans for future land acquisitions focused on parcels with high potential for conserving and restoring our natural resources .

## PLANNING & DEVELOPMENT

The CRD provides information on and analysis of the region's population, development, land use, transportation, housing and employment trends . Transportation planning, as well as developing, implementing, maintaining and updating a regional growth strategy, supports regional sustainability and quality of life .Building Inspection is responsible for overseeing the construction, alteration, repair or demolition of buildings within the capital region's three electoral areas (Juan de Fuca, Salt Spring Island and the Southern Gulf Islands) .



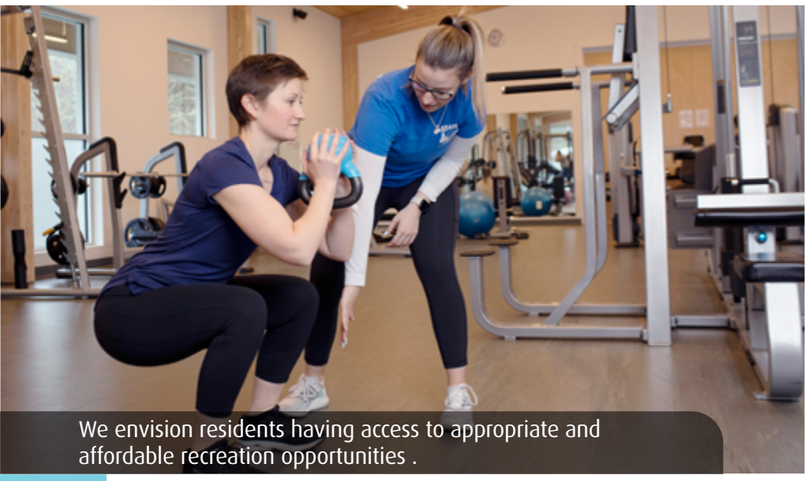
We envision keeping approved plans current and monitoring for effectiveness to ensure we achieve our goals and to remain accountable to CRD residents .



We envision effective regional cooperation in protecting public safety and preparing for, responding to and recovering from emergencies .

## PROTECTIVE SERVICES

CRD Protective Services continues to maintain safety, good order and public health through emergency management and animal control and by enforcing bylaws using education, mediation, fines and injunctions .Collaborating with other agencies and partners ensures a coordinated and effective response to regional emergencies and bylaw enforcement, and furthers involvement in the Public Alert Notification System and the Regional Emergency Management Partnership .As the local government for three electoral areas, the CRD supports volunteer fire departments and local-level emergency services .



We envision residents having access to appropriate and affordable recreation opportunities .

## RECREATION

A diverse range of recreation opportunities in the capital region ensures a healthy high quality of life for residents and visitors who can enjoy both indoor activities, such as swimming, skating and fitness, as well as outdoor activities like golf, skateboard and tennis .The CRD owns and operates three recreation centres across the region: Panorama Recreation, SEAPARC Leisure Complex and Salt Spring Island Recreation .



## TRANSPORTATION

The CRD supports local governments and partner agencies to implement a multi-modal transportation system, enabling residents to access activities and the natural wonders of our region . Our Regional Information and Planning Service coordinates with regional and provincial stakeholders, collects and analyzes data, conducts research and analysis and enables partners to advance active transportation programming .Our work supports inter-jurisdictional transportation projects and initiatives that benefit the region as a whole .

## WASTEWATER

The CRD wastewater management services prioritize the health of residents and the environment .We work with municipalities, electoral areas and industry to ensure consistent wastewater management, while protecting urban and rural watersheds and the marine environment .These services manage liquid waste, septic systems and wastewater collection, treatment and disposal infrastructure across the region .Five of the six secondary wastewater treatment plants we operate are in the electoral areas .The Core Area Liquid Waste Management Plan applies to Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal .The Saanich Peninsula Liquid Waste Management Plan applies to North Saanich, Central Saanich and the Town of Sidney .

## WATER

The CRD carefully manages the supply and delivery of safe drinking water through the Regional Water Supply System serving Greater Victoria, and distributes water directly to customers in several municipalities and electoral areas .Delivering safe drinking water from source to tap includes protecting the source, disinfecting the water, monitoring water quality and operating and maintaining transmission and distribution systems and investing in infrastructure renewal .



We envision residents having access to convenient, green and affordable multi-modal transportation systems that enhance community wellbeing .



We envision efficient and effective management of the region's wastewater through advanced management of wastewater & stormwater .



We envision a sustainable and resilient water supply for CRD residents .

# Delivering on Priorities & Projects

## Board Priorities

To guide the direction and major activities of the CRD for the 2019–2022 mandate, the Board of Directors agreed to focus on four regional priorities:

**COMMUNITY WELLBEING – TRANSPORTATION & HOUSING**

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 .

**CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP**

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 .

**FIRST NATIONS RECONCILIATION**

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

**ADVOCACY, GOVERNANCE & ACCOUNTABILITY**

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and committees/commissions on advancing regional, sub-regional and local priorities and work to resolve issues that the CRD does not have the direct mandate to address .

## Corporate Priorities, Projects & Awards

To guide the effective development and coordination the Executive Leadership Team identified key priorities and projects to enhance corporate capacity and delivery of services .

**CORPORATE PRIORITIES**

With a focus on Accountability, Corporate Priorities include: Business Capacity & Continuity, Fiscal Responsibility, Transparency, Efficiency & Collaboration and Customer Service .

**MAJOR PROJECTS**

As an essential and critical infrastructure service provider, a number of capital projects were progressed and completed in 2021 .

**AWARDS**

The CRD was the recipient of a number of awards in 2021 .

As many initiatives and projects span multiple years and involve other organizations, the achievements described here capture only a snapshot of our organization's work .




Macaulay Pump Station

# Board Priorities

## Community Wellbeing

### THE REGIONAL HOUSING FIRST PROGRAM (RHFP)

The RHFP is an equal partnership agreement between the CRD, the Government of BC through BC Housing, and the Government of Canada through Canada Mortgage and Housing Corporation (CMHC) .The equal partnership will see a direct investment of $120 million to create up to 2,000 units of affordable housing, as part of the $600 million program, including up to 400 units renting at the provincial income assistance rate to address the needs of people experiencing homelessness on southern Vancouver Island and the Gulf Islands .

The RHFP currently includes 10 projects that are in progress or complete:

- Langford – 3 projects (Hockley House, Millstream Ridge, Spencer Close)
- Central Saanich – 1 project (Prosser)
- Salt Spring Island – 1 project (Croftonbrook)
- Sooke – 2 projects (Drennan and Charters)
- Victoria – 2 projects (Cedar Grove, Michigan Square)
- View Royal – 1 project (West Park)

### RAPID HOUSING INITIATIVE

The CRD works collaboratively with municipal, federal and provincial partners to build safe, vibrant and accessible communities .In 2020 and 2021, the CRD received $24 4 million through the federal Rapid Housing Initiative .

The CRD is using 13 1 million and working in partnership with the Province, through BC Housing, and the Districts of Saanich and Central Saanich to deliver up to 91 new homes with 24/7 wraparound supports for people experiencing and at risk of homelessness .

Approximately 52 of these supportive homes will be located at 2933, 2941 and 2949 Albina Street in Saanich and approximately 39 homes will be developed at 1909 Prosser Road .In 2021, an additional $11 3 million was awarded to support development of 45 units on Catherine Street in Victoria .These homes will support Indigenous Peoples in the region who are experiencing homelessness, and will be operated by the Aboriginal Coalition to End Homelessness Society .This four-storey modular housing project will provide residents with 24/7 culturally-appropriate supports .

**Croftonbrook Phase 3**
Croftonbrook is an affordable housing development, operated by Islanders Working Against Violence, located at 132 Corbett Road on Salt Spring Island .Phase II of the project is complete and fully rented and Phase III is currently under construction .The project includes 11 units for individuals who can live independently with supports, with rent set to match the provincial income assistance rate (currently $375/month) .

**Prosser Road**
Low-to-moderate income families and individuals will benefit from 51 new affordable homes planned at 1909 Prosser Road in the District of Central Saanich, as part of the Regional Housing First Program (RHFP) Properties funded by the RHFP provide a mix of rental options, including units for people who are ready to live independently .Flexible, mobile services may be delivered based on the individual needs of people in those units .Total project cost is estimated at $17 million, including a $3 million RHFP equity purchase, a $3 25 million Investment in Housing Innovation grant from BC Housing and $615,000 in grant funding from the Regional Housing Trust Fund .

**Spencer Road**
The CRD, in partnership with the Province of BC and the Capital Region Housing Corporation (CRHC), has started construction of 58 new affordable homes at 2782 Spencer Road in Langford .BC Housing is providing $5 9 million through the Community Housing Fund toward the $19 9 million project, which is located near Langford's urban centre .2782 Spencer will be a 5-storey wood-framed building with a mix of unit sizes from studio to 2-bedroom, providing homes for low-to-moderate income seniors, individuals and families, including those with disabilities .



Croftonbrook Phase 3

## PENDER ISLAND HEALTH CARE REFERENDUM

In November, the eligible electors voted in favour of adopting a bylaw authorizing the CRD to establish a service to contribute to the costs incurred by the Pender Island Health Care Society in operating the Pender Islands Health Care Centre and to raise a maximum annual requisition for the purpose of funding the operating costs of the service .

The Pender Islands Health Care Society facilitates access to primary health care and complementary services to support the health and wellbeing of the Pender Islands Community .The Pender Islands Health Care Centre Contribution Service will allow the CRD to support the Society by providing operational funding to ensure consistent service delivery and to supplement existing grant and contract revenue received by the Society .

## OAK BAY LODGE PUBLIC ENGAGEMENT

The second round of public engagement for the future use of Oak Bay Lodge property at 2251 Cadboro Bay Road took place in the summer of 2021 .The CRHD was looking for feedback on proposed services and building options for the property .The options presented were informed by a regional healthcare assessment, in collaboration with Island Health .As well, feedback from participants in round one of public consultation provided valuable input to the CRHD on key healthcare priorities .A rezoning application will be submitted to the District of Oak Bay for consideration .

## ESQUIMALT URGENT AND PRIMARY CARE CENTRE

People in Esquimalt and neighbouring communities will have access to more comprehensive everyday health care with the opening of the Esquimalt urgent and primary care centre (UPCC) at 890 Esquimalt Road .Island Health will operate the UPCC with the support of the Ministry of Health and the CRHD .

The UPCC will provide care for people experiencing non-life-threatening conditions, who need to see a health-care provider within 12 to 24 hours but do not require an emergency department visit .The UPCC will also be attaching patients to a regular primary care provider if they do not have one .

## ROYAL BAY LAND ACQUISITION

In 2021, the Capital Regional Hospital District (CRHD) Board approved the acquisition of five acres of vacant land on Metchosin Road south of Latoria Boulevard to build a health-related facility .The acquisition of the Royal Bay site helps to improve the long-term health care needs of the region .

## PANORAMA MULTI-SPORT GRANT

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 Inclusive Multisport Court through its Inclusive Play Project .The decision to partner was made by the Peninsula Recreation Commission at its March 25, 2021 meeting .

The project total is estimated at $1 2 million .Canadian Tire Jumpstart Charities is providing the inclusive multisport court, in addition to supporting some of the site preparation costs .The CRD Board approved the remaining $663,461 to come from the Peninsula Recreation Commission's capital plan for the site preparation, playground relocation, surfacing upgrades, design and permit fees and project management .

## EXPANDING LADY MINTO HOSPITAL

A $10 4 million expansion project will bring improvements to emergency department patient care and privacy at Lady Minto Hospital .Capital costs for the project are being shared by the Lady Minto Hospital Foundation, which has pledged $7 4 million, and the CRHD, which will contribute $3 million .

The project will construct a new 420 square metre (4,500 square feet) emergency department that will double the number of acute and primary care patients that can be treated at one time, a mental health and substance use treatment room, a medication area, dedicated triage desk, nursing/team care station with sight lines to all assessment and treatment areas, ambulance bay, decontamination site, accessible washrooms, and expanded patient and family waiting area .

## CRD TRAFFIC SAFETY COMMISSION SCHOLARSHIPS

The CRD Traffic Safety Commission gave two Camosun College students scholarships . Monica Amos received the fifth annual $2,000 Cst .Sarah Beckett Memorial Scholarship and Bryce Schiebel received an $1,800 scholarship from the Vancouver Island Slain Police Officers Fund and Deputy Commissioner Jennifer Strachan Retirement Donation . Selection is based on academic achievement, financial need, community service, and an expressed interest in pursuing a career in law enforcement .



Traffic Safety Commission Scholarships

# Climate Action & Environmental Stewardship

## LAND ACQUISITION

In 2021, the CRD was able to acquire and conserve two new areas for regional park purposes, including a 13 8 hectare addition to Mount Work Regional Park in Saanich . With the previous acquisition of 12 1 hectares in December 2020, the CRD has added almost 26 hectares of forested land to Mount Work Regional Park .The CRD also purchased a nearly 50 acre property known as the Mountain Road Forest in Saanich, in partnership with the Habitat Acquisition Trust .

## MOUNTAIN BIKING ADVISORY COMMITTEE

In May 2021, the CRD Regional Parks Mountain Biking Guidelines and short-term actions to support the Mountain Biking Advisory Committee Advice and Guidance Report were passed by the CRD Board .These Guidelines will play an important role in the enhancement and growth of sustainable quality mountain biking experiences in the regional parks system, where deemed appropriate .

The Guidelines recognize that mountain biking groups play a key role in championing mountain biking etiquette and sanctioned trails, monitoring and advocating for safe and quality experiences, and celebrating the recreational community .In alignment with the Guidelines, the CRD announced in December 2021 that it signed a license agreement with the Sooke Bike Club to maintain existing authorized mountain bike rated trails in Sea to Sea Regional Park, the second-largest CRD Regional Park, to create a better quality mountain biking experience .

## SOLID WASTE MANAGEMENT PLAN

The CRD has spent the last several years developing a new management plan to reduce how much material is sent to Hartland Landfill and guide how the region's solid waste is managed in a safe, secure and sustainable way now and in the future .

Following a second phase of public engagement in winter 2020, the CRD Board approved a final Solid Waste Management Plan for the region and next steps for implementation in May 2021 .

The final Plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond .

## BIODIVERSITY CHALLENGE

In May 2021, the CRD celebrated the International Day for Biological Diversity with the CRD's first-ever virtual, family-friendly Biodiversity Challenge .Residents were encouraged to get outside, snap photos and upload observations about the plants, animals and fungi found in their backyards or local watersheds to the CRD Biodiversity Challenge iNaturalist project .

Now an annual event, the CRD's Biodiversity Challenge encourages people to explore and appreciate the diversity of species and ecosystems that can be found across the capital region .Observing and learning about the natural world around us is a key step in conserving nature for future generations and creates opportunities for both stewardship activities and positive environmental impacts .

## COOL IT

The CRD and its municipal partners celebrated students across the region for their participation in this year's Cool It! Climate Leadership Training program .

In 2021, the CRD sponsored 20 classrooms to participate in the regional program, with an additional 10 workshops sponsored by the District of Saanich and the City of Victoria in each of their communities .During the challenge, 860 students committed to 5,568 actions that reduce energy and carbon emissions at home, which will result in a projected savings of 160 tonnes of CO2e annually, if continued for one year .

Congratulations to this year's participants and winning classes at Oaklands Elementary (Victoria), Cedar Hill Middle School (Saanich), KELSET Elementary (regional) and Pender Island Elementary (regional) .

## E&N RAIL TRAIL

The section of the E&N Rail Trail between the railway crossing on Atkins Avenue and Savory School in Langford is substantively complete and now open for public use .The E&N Rail Trail – Humpback Connector is being constructed largely within the E&N rail corridor, in phases over a number of years, and will be approximately 17 kilometres in length when complete .

This newest section creates a continuous 13 kms of trail between Jacklin Road in Langford and Esquimalt Road in Victoria .The CRD received a $1 million grant, through the BC Active Transportation program (formerly BikeBC), toward its completion .The regional trail provides an important active transportation and recreation link between Victoria and the western communities .



E&N Rail Trail

# First Nations Reconciliation

## FIRST NATIONS REPRESENTATION

As part of our commitment to reconciliation, the CRD Board amended various bylaws to include First Nations elected representatives on CRD standing committees, creating space for more inclusive discussions and First Nations involvement in CRD governance .

The bylaw changes create a flexible model of inclusion where First Nations elected representatives can formally participate and vote on items of interest at CRD standing committees .CRD staff reached out to elected Councils and staff from local Nations to discuss how they envision participation at the committee level and any further interests related to government-to-government relations .

## WASTEWATER INTERPRETIVE SIGNS & FIRST NATIONS ART AT MACAULAY

Through collaboration with the Pacific Peoples Partnership, Esquimalt Nation and Songhees Nation, three beautiful artworks were designed and installed at Macaulay Point to honour the traditional territory of the Lekwungen speaking Peoples .A carved peace house post, a Chief's Chair, and copper art installation entitled "kinship" are described in a nearby interpretive sign, along with the artists' bios .

## CRD STATEMENT FOR THE NATIONAL DAY FOR TRUTH AND RECONCILIATION

The federal government declared September 30 as the National Day for Truth and Reconciliation .The CRD acknowledges the harm that was done to Indigenous Peoples by Canada's residential schools and the ongoing impacts and intergenerational trauma that are felt by Indigenous communities to this day .

In honour of all residential school survivors, the CRD flew an orange flag for truth and reconciliation from September 27 to October 4 .Eddy Charlie, a survivor of the Kuper Island Indian Industrial School, loaned the flag to the CRD .He and Kristin Spray work together as co-organizers of Victoria's Orange Shirt Day and Xe Xe Smun'Eem .

The CRD is committed to listening, learning, and taking steps toward better relationships with the First Nations on whose traditional territories we do our work .



Truth & Reconcilliation Flag



# Advocacy, Governance & Accountability

## CRD BOARD AFFIRMS PRIORITIES

In its annual review, the CRD Board confirmed that the Strategic Board Priorities identified in the 2019–2022 Corporate Business Plan remain as important as ever and that significant progress has been made in advancing this work .The four priorities are:

- Community Wellbeing – Transportation & Housing
- Climate Action & Environmental Stewardship
- First Nations Reconciliation
- Advocacy, Governance & Accountability

The Board acknowledged the organization's continued effort to substantively advance priority initiatives and indicated strong support to sustain this effort through the last year of the Board's 2019-2022 term .

With this clear direction, new initiatives were brought forward in 2021 to continue advancing the Board's priorities .These initiatives generally fall into one of three categories:

- Large projects that required advanced planning and are now ready for delivery .
- Changes to help meet increasing demand for services, aligned to the region's population growth .
- Investment in improvements so that the organization can wisely manage growing pressures on service delivery and maintain performance levels

## SEAPARC IMMUNIZATION CLINIC

Island Health hosted Vaccine Clinics in the SEAPARC multi-purpose room from March to September 2021 .SEAPARC provided an accessible and central location .Program locations were adjusted and there was minimal impact on SEAPARC services .




SEAPARC Immunization Clinic

## ANIMAL SHELTER BEQUEST

The estate of Francis Gordon Ainsworth has bequeathed $518,000 to the CRD Animal Shelter .Mr .Ainsworth and his late partner, Mr .Carter, donated annually to the CRD Animal Shelter as a way to honour their much-loved pet, Whiskey the Cat .

Located at 5401 Pat Bay Highway, the facility offers temporary shelter for lost domestic animals and an adoption program for stray, lost, abandoned or injured animals .Mr . Ainsworth and Mr .Carter learned about the work of the CRD at a community outreach event where the animal shelter was promoting its work .Inspired by staff's passion for animal welfare, they became annual donors to help provide new beds for dogs, hide-and-perch boxes for the cats, and fund extreme medical cases .

## SOUTHERN GULF ISLANDS TRANSPORTATION SERVICE ENGAGEMENT

The CRD gathered public input into a Southern Gulf Islands Transportation Integration Plan for the Southern Gulf Islands Electoral Area .The goal is to develop a plan for an integrated transportation service model that supports walking and cycling networks, public transportation options, and passenger ferries to supplement travel services on and between the largest Southern Gulf Islands: Galiano, Mayne, Saturna, and North and South Pender Islands, with possible links to Salt Spring Island or Sidney on Vancouver Island .

With a new service, the CRD could provide funding for the community buses (public transit), facilitate improvements to active transportation networks (for walking, cycling and rolling), and integrate with opportunities for additional inter-island travel between the islands (beyond BC Ferries) .Subject to CRD Board approval, voters will decide in a referendum at the General Election in October 2022 .

## EMERGENCY OPERATING CENTRES

During an emergency or disaster, there is an immediate and quickly escalating need for timely and accurate information about what has happened and what is being done .Under the *Emergency Program Act*, the CRD is the local authority for the three Electoral Areas (EA)(s) .The CRD Emergency Operations Center (EOC) provides policy direction, corporate coordination, financial oversight and access to CRD resources, and is the conduit for access to larger provincial and federal response mechanisms .

The CRD EOC was activated a record number of times during 2020 and 2021 .During an emergency the CRD's Protective Services will activate an Emergency Operation Centre to support an emergency site or support our municipal, indigenous, provincial, or federal adjacent authorities .The EOC is directed by the Senior Manager of Protective Services and trained staff from across the CRD are deployed to support emergency operations .

In 2021, the CRD EOC was been activated for:

- COVID-19 (continuation from 2020)
- Drought
- Zim Kingston Container Ship Fire
- Atmospheric River

## SALT SPRING ISLAND WILDFIRE TRAINING

Residents of electoral area communities live amongst natural and developed areas, exposing residents to wildfire risk .Protective Services staff engaged electoral area communities on how to understand wildfire risk, what to expect during a wildfire, and what they can do to prepare, through a webinar series called Living with Fire in 2021 .These webinars were developed with fire departments and conservation groups, and were a novel partnership between local Emergency Programs, Parks Canada, and Salt Spring Island Fire Rescue .There was high participation in both the live webinars and YouTube postings, with 1,300 views and counting .Specific webinars for each electoral area were developed to ensure unique geography and vulnerabilities were included .

## ARTS DEVELOPMENT OPERATING GRANTS, PROJECTS AND FUNDING

CRD Arts and Culture Support Service funded 83 arts organizations through 2021, with $2,545,500 supporting the creation and presentation of arts programming and providing stability to the arts, one of the sectors most hard hit economically by the COVID-19 pandemic (based on Statistics Canada, Labour Force Survey 2020) .

In December 2021, the CRD convened online for the Arts Champions Summit, bringing together the region's arts community to discuss and progress equity in the sector .In addition to highlighting the work of local organizations and champions, the Summit hosted Canada Council Chair Jesse Wente for a conversation on the future of the arts .

In 2021, the CRD Arts & Culture's Arts Advisory Council also formed an Equity, Diversity and Inclusion (EDI) Subcommittee to further the development of an EDI lens on grants and operations, a process that will continue through 2022, based on the EDI Implementation Framework .

The CRD facilitated discussions of how to better support performing arts facilities and explored options for meeting the region's needs .



The cast and crew of WONDERHEADS Christmas Carol, December 2021

# Corporate Priorities

## ORGANIZATIONAL DEVELOPMENT PLAN UPDATE

The CRD Organization Development Plan (ODP) was established on two foundational strategies to continue moving our organization forward on its path of success: Strengthening Our Foundational Core and Engaging our Employees .

2021 saw the further refinement of service planning and our business continuity plans, while juggling the added challenges of serious weather events and disasters throughout the year .Our commitment to safety was validated by our recent designation as being “COR certified” through WorksafeBC’s Certificate of Recognition (COR) Program, which was made possible by staff engagement and participation in this process .

We conducted the CRD’s first Inclusion and Workplace Culture Survey in December which represented a milestone in the CRD’s journey toward developing an EDI Framework .

In 2021, we continued to adapt to new changes in information technology, space planning to serve our growing workforce to deliver on priorities and developed systems to support the organization such as Enterprise Asset Management, mobile maintenance work order system and ongoing learning in areas of cyber security .

## CORPORATE SAFETY – COR CERTIFICATION

The OHS Certificate of Recognition (COR) Program encourages employers to create an occupational health and safety management system that goes beyond the current legal requirements .The voluntary program recognizes employers that proactively improve workplace safety and are dedicated to continual improvement .The CRD has achieved COR Certification with a final audit score of 95% .

## NEW ENGAGEMENT PLATFORM

The CRD launched a new digital engagement platform available at GetInvolved crd bc ca, allowing residents and visitors to participate online using a mix of interactive features, including a survey and community mapping tool, from any location .

## NEW PUBLIC ALERT NOTIFICATION SYSTEM

The CRD coordinates local emergency programs for Juan de Fuca, Southern Gulf Islands and Salt Spring Island electoral areas .Residents in the three electoral areas are encouraged to register for local public alert notifications at www crd bc ca/pans .The public alert notification system was upgraded to Alertable in May 2021 .



McLoughlin Point Wastewater Treatment Plant

# Major Projects

## DRAKE ROAD TRAIL UPGRADE

The CRD Salt Spring Island Parks and Recreation Commission (PARC) received $90,127 in funding through the Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream (ICIP-CVRIS) .Thanks in part to this funding, PARC has completed the Drake Road Trail Upgrade Project .

The Drake Road (Bishops Walk) Trail is a connector trail starting at Cypress View Road through to Drake Road where users can then access Salt Spring Commons, Mouat Park and the downtown core .During winter months or following heavy rains, sloped sections of the trail become flooded, resulting in the trail being inaccessible for users . This project will address the drainage issues on the trail through a Storm Water Management plan which will include recommendations for trail materials and will improve drainage and direct runoff water away from the trail .

## MAGIC LAKE ESTATES INFRASTRUCTURE UPGRADE

The CRD will receive $5 65 million through the Investing in Canada Infrastructure Program – Green Infrastructure Environmental Quality Stream to help fund $11 56 million in upgrades to the Magic Lake Estates Wastewater Collection and Treatment System on North Pender Island, in the Southern Gulf Islands Electoral Area .The wastewater system provides service to approximately 700 properties .The community of Magic Lake Estates is primarily a rural residential development which was originally serviced by a private sewer utility and in 1981 the service transferred to the CRD .

## MALIVIEW WASTEWATER SYSTEM INFRASTRUCTURE UPGRADE

Design work began in 2021 to upgrade the Maliview Wastewater Treatment System to comply with provincial requirements, federal wastewater regulations and the *Fisheries Act* .Virtual open houses provided an overview of the upgrades and funding options for the project that serves 94 lots .

The total estimated cost to upgrade the system back to a safe, reliable state that meets regulatory requirements is approximately $2 21 million .The CRD has applied for federal and provincial grant funding for up to 90% of the eligible project costs .

## WATER OPTIMIZATION STUDY

In March 2021, North Salt Spring Waterworks District (NSSWD) and the CRD released the Salt Spring Island Water Optimization Report .The Government of BC provided $40,000 in grant funding to conduct a joint study in 2019 .The report provides options for improving on-island water governance and administration, and building a collaborative strategy for accessing federal and provincial funding to address Salt Spring's much-needed water infrastructure needs .

## WASTEWATER TREATMENT PROJECT

The Wastewater Treatment Project Board has successfully fulfilled its role and has presented the CRD with the Wastewater Treatment Project Completion Report and Governance Transition Report . The CRD, through the Project Board, planned, procured and constructed the Wastewater Treatment Project from May 2016 to May 2021 .In 2021, the CRD received over $450 million in grants toward the $775 million project from provincial and federal partners .

The Wastewater Treatment Project consists of three main components:

**The McLoughlin Point Wastewater Treatment Plant** in Esquimalt can treat 108 megalitres of wastewater per day to a tertiary level – one of the highest levels of treatment available .

**The Residuals Treatment Facility** at Hartland Landfill in Saanich turns residual solids, piped from the wastewater treatment plant, into what are known as Class A biosolids .These are the highest quality by-product suitable for beneficial use .

**The Conveyance System** carries wastewater from across the core area to the McLoughlin Point Treatment Plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill .Major upgrades to pump stations, sewer mains, integrated monitoring and controls and an attenuation tank were part of the project .

The CRD is responsible for managing and optimizing the operation and maintenance of each Project component and any impacts on the operation of other components of the core area wastewater system .Ongoing optimization is anticipated to extend well into the performance period, which ends in January 2023 .



McLoughlin Point Wastewater Treatment Plant

# Awards

### ASSOCIATION OF CONSULTING ENGINEERS OF CANADA

The CRD Core Area Wastewater Project won an Award of Excellence from the Association of Consulting Engineers of Canada .The project was entered in the Project Management Category and included the CRD's recognition as a major contributor to the overall management of the project .

### BC TOP EMPLOYER & GREEN EMPLOYER AWARDS

For the fifth year in a row the CRD was recognized as one of BC's Top Employers and as one of Canada's Greenest Employers .We received these awards as a result of our progressive human resources policies and programs, our commitment to continued employee professional development and our impactful environmental programs and earth-friendly policies .

### CANADA'S SAFEST EMPLOYER AWARD

The CRD's exemplary health and safety record was acknowledged when it won an award of Excellence in the 2021 Canada's Safest Employers award .

### CANADA INNOVATION INITIATIVE AWARD

In 2021, the CRD received the 2020 Canada Innovation Initiative Award from the Tunnelling Association of Canada for the McLoughlin Point Wastewater Treatment Plant Cross Harbour Force Main and Outfall .The Tunnelling Association of Canada promotes and advances Canadian tunnelling and underground excavation technologies .

### GFOA AWARDS

The Government Finance Officers Association of US & Canada recognized the CRD with three awards for best practices in financial management and reporting, reflecting the CRD's commitment to meeting the highest principles of financial reporting in both the US and Canada .

- Distinguished Budget Award
- Canadian Award for Excellence in Financial Reporting
- Popular Annual Financial Reporting Award

### UNITED WAY - THANKS A MILLION AWARD

The CRD raised more than $40,000 in 2021, making our overall 25-year donation over a million dollars! As such we are proudly recognized with the "Thanks A Million" award from the United Way .



McLoughlin Point Wastewater Treatment Plant





# 2021 FINANCIAL HIGHLIGHTS

# Financial Reporting Overview

The Capital Regional District (CRD) is pleased to provide this consolidated financial overview for the 2021 fiscal year .

## Our Region

Demand for CRD services remained strong as population growth continued to drive development and construction across the region .Various indicators signal a strong and vibrant regional economy .

Since 2011, the population of the CRD has grown 18%, or 1 4% in the last year [1]. Provincially, 3 out of the top 4 growing municipalities were in the CRD, (1) Langford 6 5% population growth, (3) Sooke with 4 0%, and (4) North Saanich 3 5% [2]. Increases in population drive the need for investments in infrastructure to meet the higher demand on CRD services .Regional park visitations have increased by 20-25% annually since 2019, while landfill tipping tonnage grew by 8 3%, and water consumption rose by 6 3% .

Building permit activity in 2021 was $2 0 billion, a 37% increase from prior year .Housing starts in Greater Victoria set a new record in 2021 with 4,809 new homes, a 50% increase compared to 2020 [3].

For 2021, the Consumer Price Index (CPI) for Greater Victoria was 2 5%, compared to Vancouver at 2 7% and British Columbia at 2 8%, strong signs of recovery when compared to the 2020 rates of 1 1%, 0 6% and 0 8% respectively [4].

In January 2022, BC Stats reported Victoria's unemployment rate was 3 9%, down from 5 2% in January 2021, where the region added 9,200 jobs over the period [5]. The province and national unemployment rate as of January 2022 was 5 1% and 6 5% respectively [6].

In January 2022, the Victoria Real Estate Board reported the average price of a single family home reached a record $1,161,500, an increase of 24 6% from the prior year .Additionally, real estate listings decreased by 43 7% compared to the same month in 2021 [7].

## Our Process

This report includes the CRD's Consolidated Statement of Financial Position and the Consolidated Statement of Operations, which form the basis of the audited financial statements .

Each year, the CRD prepares audited financial statements in accordance with legislative requirements and presents them at a public Board meeting for approval .The 2021 financial statements were prepared by management, in accordance with Canadian Public Sector Accounting Board (PSAB) standards, and were audited by KPMG LLP .

Under PSAB regulations, governments are required to present five statements with explanatory notes:

- Statement of Financial Position
- Statement of Operations
- Statement of Change in Net Debt
- Statement of Remeasurement Gains and Losses
- Statement of Cash Flows

The CRD also includes a number of schedules for additional reference .The consolidated financial statements include all CRD divisions and departments .

## Capital Region Housing Corporation

The CRHC is a non-profit organization wholly owned by the Capital Regional District and is governed by the same 24 member Board of Directors as the CRD .

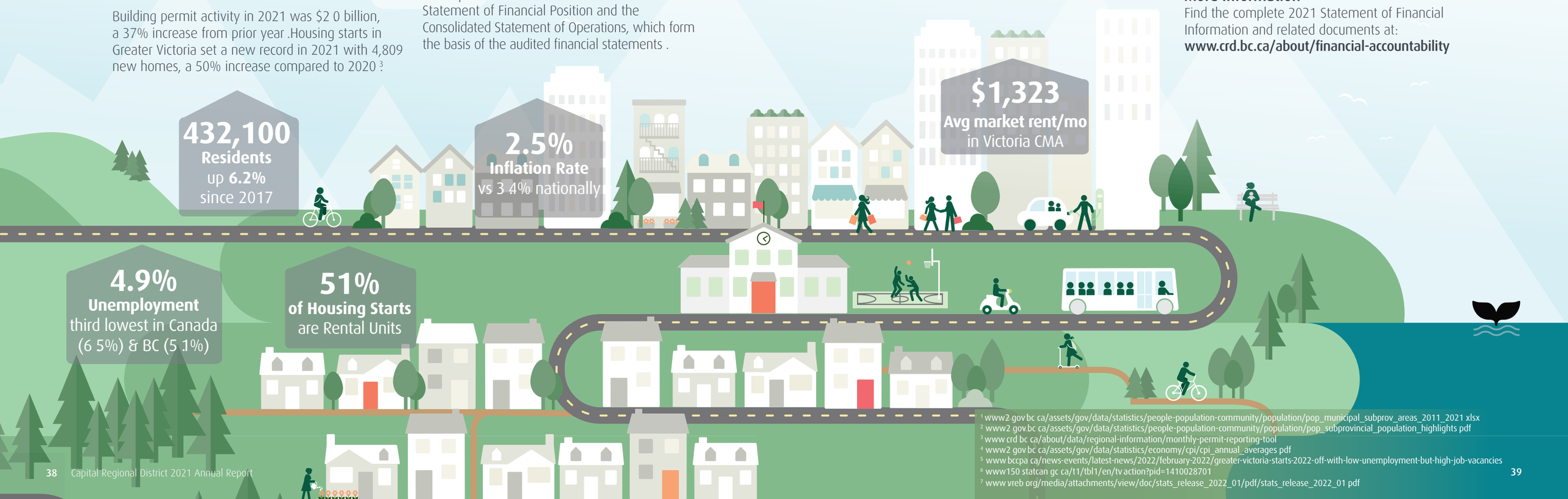
As an entity of the CRD, the CRHC's financial statements are consolidated within the audited CRD financial statements as required by PSAB standards .

## Capital Regional Hospital District

The CRHD operates under the authority of the *Hospital District Act* and shares the same boundaries, directors and administrative staff as the CRD .It partners with Island Health and community agencies to develop and improve health-related facilities in the region .The CRHD prepares a set of audited financial statements independent from the CRD .Page 47 features a brief summary of the CRHD financial highlights for 2021 .

## More Information

Find the complete 2021 Statement of Financial Information and related documents at:
**www.crd.bc.ca/about/financial-accountability**




[1] www2 gov bc ca/assets/gov/data/statistics/people-population-community/population/pop_municipal_subprov_areas_2011_2021 xlsx
[2] www2 gov bc ca/assets/gov/data/statistics/people-population-community/population/pop_subprovincial_population_highlights pdf
[3] www crd bc ca/about/data/regional-information/monthly-permit-reporting-tool
[4] www2 gov bc ca/assets/gov/data/statistics/economy/cpi/cpi_annual_averages pdf
[5] www bccpa ca/news-events/latest-news/2022/february-2022/greater-victoria-starts-2022-off-with-low-unemployment-but-high-job-vacancies
[6] www150 statcan gc ca/t1/tbl1/en/tv action?pid=1410028701
[7] www vreb org/media/attachments/view/doc/stats_release_2022_01/pdf/stats_release_2022_01 pdf

## 2021 Operating Budget

Capital Regional District
**$296M**

Capital Regional Hospital District
**$36M**

Capital Region Housing Corporation
**$24M**

Total
**$356M**

## 2021 Capital Budget

Capital Regional District
**$284M**

Capital Regional Hospital District
**$35M**

Capital Region Housing Corporation
**$33M**

Total
**$352M**

# CRD Statement of Financial Position (Consolidated CRD+CRHC)

This statement presents the organization's assets, liabilities, net debt position and accumulated surplus or equity position .The net debt position increased by $18 6 million due primarily to an increase in long-term debt for capital investment .Amounts invested in capital assets in 2021 increased by $188 9 million contributing to the net increase in accumulated surplus of $171 0 million .

| | 2021 | 2020 | 2019 |
|---|---|---|---|
| **Financial assets** | **(in millions)** | **(in millions)** | **(in millions)** |
| Cash and investments | $357 7 | $362 7 | $298 7 |
| Accounts receivable | $55 7 | $35 0 | $23 2 |
| Member municipality debt | $185 5 | $146 9 | $153 0 |
| Restricted cash – MFA Debt Reserve Fund | $4 1 | $3 9 | $4 0 |
| Land for resale | – | - | $8 3 |
| | **$603.0** | **$548.5** | **$487.2** |
| **Financial liabilities** | | | |
| Accounts payable and accrued liabilities | $31 0 | $117 2 | $111 3 |
| Deferred revenue | $49 0 | $32 7 | $16 0 |
| Short-term debt – CRHC | $25 7 | $61 3 | - |
| Long-term debt – CRD, CRHC, & member municipalities | $582 9 | $405 0 | $447 3 |
| Landfill closure liability | $11 9 | $11 3 | $10 7 |
| Other long-term liabilities | $1 5 | $1 4 | $2 3 |
| | **$702.0** | **$628.9** | **$587.6** |
| **Net debt** | **($99.0)** | **($80.4)** | **($100.4)** |
| **Non-financial assets*** | | | |
| Tangible capital assets | $1,949 4 | $1,760 5 | $1,529 6 |
| Inventory of supplies and prepaid expenses | $3 4 | $2 7 | $1 7 |
| | **$1,952.8** | **$1,763.2** | **$1,531.3** |
| **Accumulated surplus** | **$1,853.8** | **$1,682.8** | **$1,430.9** |

*Non-financial assets are resources that are normally held for service provision over one or more future periods .

# CRD Statement of Operations (Consolidated CRD+CRHC)

This statement identifies the results of the organization's financial activities for the year by presenting revenues less expenses, resulting in the organization's annual surplus on a PSAB basis . Overall, in 2021, revenue decreased by $25 9 million .This decrease was primarily due to ($43 7) million less from government grants, offset by a $12 8 million increase in sale of services .The net increase in expenses of $51 7 million relates primarily to a $40 7 million increase in sewer, water, and garbage services expenses .This increase reflects the now operational Wastewater Treatment Plant (WTP) .Financial surpluses generated from operations are generally carried forward to pay for capital and used to make principal debt repayments .In some cases surpluses are used to reduce the appropriate service requisitions or funding requirements .

| | 2021 | 2020 | 2019 |
|---|---|---|---|
| **Revenue** | **(in millions)** | **(in millions)** | **(in millions)** |
| Requisition – CRD | $72 6 | $71 0 | $67 6 |
| Sale of services | $128 1 | $115 3 | $109 5 |
| Other revenue | $191 3 | $231 6 | $239 4 |
| Requisition – municipal debt | $15 3 | $15 3 | $14 9 |
| | **$407.3** | **$433.2** | **$431.4** |
| **Expenses** | | | |
| General government services | $23 4 | $22 1 | $20 4 |
| Protective services | $11 1 | $10 9 | $10 5 |
| Sewer, water and garbage services | $125 2 | $84 5 | $81 4 |
| Planning and development services | $2 8 | $2 5 | $2 5 |
| Affordable housing – rental expenses | $20 8 | $17 8 | $16 5 |
| Recreation and cultural services | $29 2 | $26 9 | $28 6 |
| Other | $6 7 | $2 8 | $2 3 |
| Municipal debt servicing | $15 4 | $15 4 | $15 0 |
| | **$234.6** | **$182.9** | **$177.2** |
| **Annual surplus** | **$172.7** | **$250.3** | **$254.2** |

# CRD Financial Health (Consolidated CRD+CRHC)

## Current Ratio

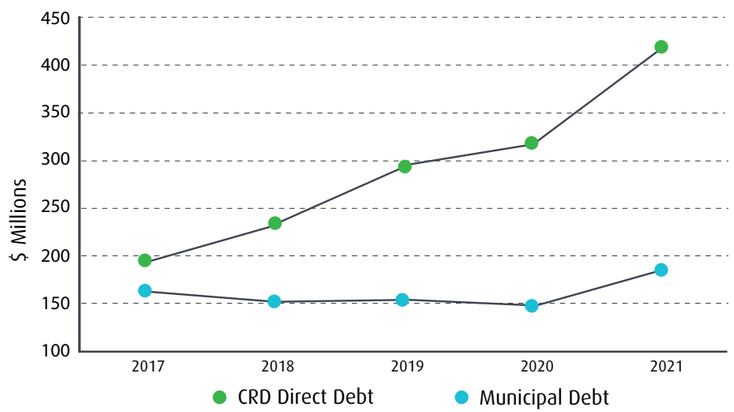
The current ratio is a measure of the liquidity of an organization, meaning the CRD's ability to meet current obligations through current assets .A high ratio indicates a greater ability to meet budgeted and unexpected expenditures . Generally, a current ratio greater than one is considered healthy for a government entity .

**CURRENT RATIO**

**7.5**

## Debt

Debt includes balances for CRD, CRHC, member municipalities and third party debt .Short-term debt decreased by ($35 6) million as CRHC short-term debt was converted to long-term mortgages for the Spencer and West Park properties . Long-term debt increased by $177 9 million due to $62 0 million in new debt for the Public Private Partnership (P3) agreement for the Residuals Treatment Facility and an additional $85 4 million in new mortgages for the Spencer, West Park and Hockley House affordable housing projects .The remaining increase is largely due to a $38 7 million increase to member municipality and third party debt .




## Assets Funded by Debt

The Capital Investment Funded by New Debt ratio measures the current year acquisition of capital assets that are funded by new debt .In 2021, excluding $166 7 million investment toward the WTP, new debt funded $30 9 million out of CRD's capital investment balance of $81 3 million .Debt funding levels are managed through corporate guidelines which set ideal levels of reserve and debt based on asset life matching benefit to community with timing of cost recovery .

**CAPITAL INVESTMENT FUNDED BY NEW DEBT**

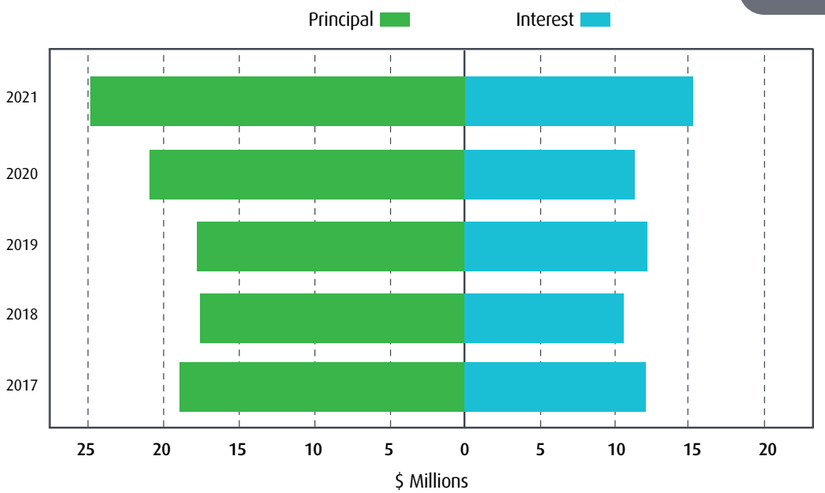
**44.4%**

## Payments on Debt

The table below shows the split between principal and interest of total debt payments over the last five years .The portion of debt payments going to pay interest is trending lower, as a result of lower rates and reduced principal .

**PRINCIPAL PORTION OF DEBT PAYMENTS**

**62.2%**

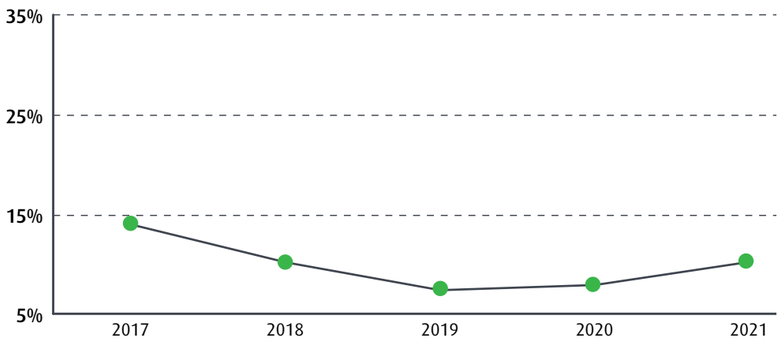



## Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt .A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances .The CRD's debt servicing costs (excluding member municipality and third party debt servicing costs) in 2021 was $40 0 million and total revenue was $392 0 million.* Corporate guidelines monitor the percentage of revenue committed to debt repayment limiting commitments to within performance indicator benchmarks.*

**DEBT SERVICE COSTS TO TOTAL REVENUE**

**10.2%**




*Revenue excludes debt servicing costs paid by member municipalities and other third parties .

# CRD Capital Investment (Consolidated CRD+CRHC)

The CRD's capital assets continue to grow as the organization invests in infrastructure projects to support Board-approved service levels, as well as corporate and strategic priorities .

## Additions to Capital Assets in 2021

Capital Regional District **$237.1M**

- Other (includes vehicles & works in progress) $21.2M
- Engineered structures $170.0M
- Land $13.9M
- Machinery & equipment $4.4M
- Buildings $27.6M

Capital Region Housing Corporation **$11.0M**

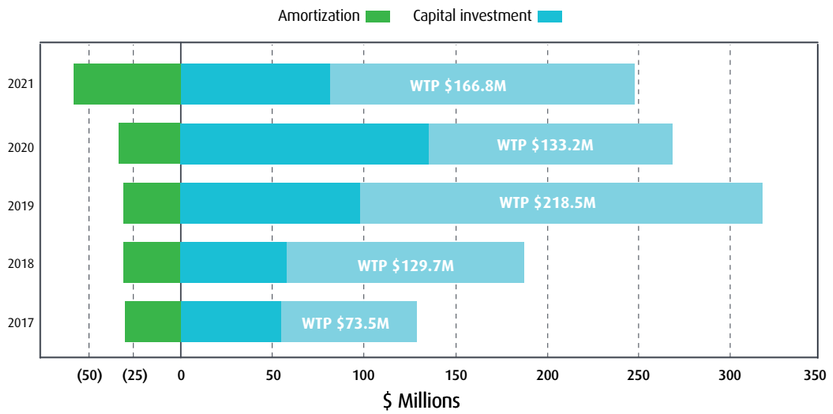
- Machinery & equipment $2.2M
- Buildings $7.2M
- Land under pre-paid lease $1.6M

## Capital Investment & Amortization

This ratio is the amount of capital invested in infrastructure for every dollar that assets depreciate each year .In 2021, investment in capital was $248 1 million, which includes $166 8 million in acquisitions for the WTP. Excluding the impact of the WTP, the investment in capital was $81 3 million .Total amortization in the year was $58 5 million . Sustainable service delivery plans and long-term asset planning address the level of reinvestment as assets depreciate with use over time .

**INVESTMENT IN CAPITAL OVER AMORTIZATION**

**4.2x**

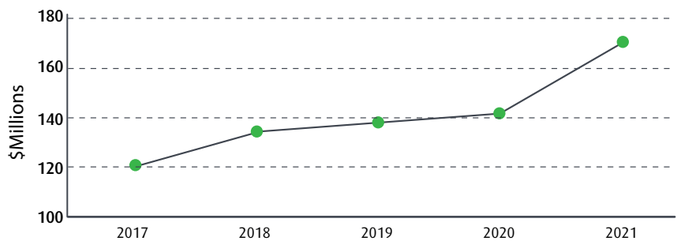



## Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure .Reserves are guided by corporate reserve guidelines which set targets on savings supporting sustainable service delivery while balancing fluctuations in requisition and users fees .Transfers to operating and capital reserves increased the total reserve to $170 3 million in 2021, an increase of $28 9 million .

**RESERVE BALANCE**

**$170.3M**




# CRHD Statement of Financial Position

This statement presents the Capital Regional Hospital District's assets, liabilities, tangible capital assets and accumulated deficit .The accumulated surplus for 2021, also represented as total assets minus total liabilities, is $0 4 million .The overall position is typically a deficit, since the CRHD primarily borrows funds to distribute capital grants to the region's hospitals to purchase equipment and invest in infrastructure .These grants are recorded as expenses rather than assets owned by the CRHD .

The accumulated surplus/(deficit) increased by $18 4 million to a surplus position primarily due to the reduction in long-term debt and an increase in tangible capital assets .

| | 2021 | 2020 | 2019 |
|---|---|---|---|
| **Financial assets** | **(in millions)** | **(in millions)** | **(in millions)** |
| Cash and cash equivalents | $17 7 | $23 6 | $30 4 |
| Investments | $5 0 | – | – |
| Accounts receivable | $0 2 | $0 8 | $0 3 |
| Prepaid expenses | – | – | – |
| Restricted cash – MFA Debt Reserve Fund | $3 6 | $3 9 | $4 1 |
| Land for resale* | – | – | – |
| | **$26.5** | **$28.3** | **$34.8** |
| **Financial liabilities** | | | |
| Accounts payable and other liabilities | $2 5 | $3 8 | $8 5 |
| Deferred revenue | $0 4 | $0 4 | – |
| Due to Capital Regional District | $1 8 | – | $0 1 |
| Long-term debt | $128 3 | $141 8 | $161 7 |
| | **$133.0** | **$146.0** | **$170.3** |
| **Net debt** | **($106.5)** | **($117.7)** | **($135.5)** |
| **Non-financial assets*** | | | |
| Tangible capital assets | $106 9 | $99 7 | $89 0 |
| | **$106.9** | **$99.7** | **$89.0** |
| **Accumulated surplus/(deficit)** | **$0.4** | **($18.0)** | **($46.5)** |

*Non-financial assets are resources that are normally held for service provision over one or more future periods .

# CRHD Statement of Operations

This summary identifies the result of the CRHD's financial activities for the year by presenting revenues less expenses, resulting in the organization's annual surplus on a PSAB basis. The annual surplus of $18.5 million was a decrease of $10.0 million over 2020. The decrease in surplus is attributable to a decrease in contributed revenue net of decreased grants to district hospitals and a decrease in interest expense on long-term debt.

| | 2021 | 2020 | 2019 |
|---|---|---|---|
| **Revenue** | **(in millions)** | **(in millions)** | **(in millions)** |
| Requisition | $28.1 | $29.4 | $30.6 |
| Other revenue | $11.5 | $20.6 | $8.0 |
| | **$39.6** | **$50.0** | **$38.6** |
| **Expenses** | | | |
| Grants to district hospitals | $9.5 | $9.0 | $6.4 |
| Interest and operating expenses | $11.6 | $12.5 | $10.4 |
| | **$21.1** | **$21.5** | **$16.8** |
| **Annual surplus** | **$18.5** | **$28.5** | **$21.8** |

# CRHD Financial Health

## Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning the CRHD's ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for a government entity.

**CURRENT RATIO**

**4.9**

## Interest Coverage Ratio

This ratio is a measure of the organization's ability to meet interest expense obligations on temporary and long-term debt. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally an interest coverage ratio greater than two is considered healthy for a government entity.

**INTEREST COVERAGE RATIO**

**5.5X**





# Key Documents

We have a comprehensive list of reports and plans available on the CRD website at **www.crd.bc.ca/plans**. Below are a selection of the resources available:

### COMMUNITY WELLBEING – TRANSPORTATION & HOUSING

Capital Region Housing Corporation (CRHC) Strategic Plan
Regional Housing Affordability Strategy (RHAS)
Regional Growth Strategy (RGS)
Regional Transportation Strategy (RTP)

### CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

Corporate Climate Action Strategy (CCAS)
Regional Climate Action Strategy (RCAS)
Regional Food & Agricultural Strategy (RFAS)
Regional Parks Strategic Plan
Solid Waste & Resource Management Plan (SWMP)

### FIRST NATIONS RECONCILIATION

First Nations Task Force Final Report
Statement of Reconciliation

### ADVOCACY, GOVERNANCE & ACCOUNTABILITY

Regional Water Supply Strategic Plan
Advocacy Strategy
CRD Arts & Culture Support Service Strategic Plan

### OTHER

Organizational Development Plan (ODP)
Corporate Asset Management Strategy (CAMS)
Board Priorities
Corporate Plan





www.crd.bc.ca

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

250.360.3000
Twitter: @crd_bc
Facebook: Capital Regional District

Making a difference...together

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **Capital Region Housing Corporation Annual General Meeting**

## ISSUE SUMMARY

Complete the Annual General Meeting (AGM) of the Capital Region Housing Corporation (CRHC) by written resolution.

## BACKGROUND

The Capital Regional District (CRD) is the sole shareholder of the CRHC, a corporation incorporated under the *Business Corporations Act* (BC).

As a corporation, the CRHC must hold an annual meeting of the shareholders, also called an AGM, within 15 months of its last annual meeting. This may be in writing, which requires no additional administrative time to coordinate and can be included as a standard agenda item at a meeting of the CRD Board.

A shareholder's resolution is attached as Appendix A of this report. At a corporation's AGM, the financial statements must be received by the shareholder (included as Appendix B). The corporation's annual report is also attached for shareholder information as Appendix C.

## ALTERNATIVES

*Alternative 1*
That the unanimous shareholder's resolution attached as Appendix A to the Capital Region Housing Corporation Annual General Meeting report be approved, and the Chair and Corporate Officer execute it on behalf of the Capital Regional District.

*Alternative 2*
That this matter be referred back to staff for further information based on Capital Regional District Board direction.

## IMPLICATIONS

*Former Practice at CRD*
Starting in 2019, a resolution in writing, signed after a CRD Board meeting, was adopted as the process for holding an AGM. In prior years, the CRD appointed its Board Chair as shareholder representative. The Board Chair would attend a CRHC shareholders meeting, called for that purpose in accordance with the timelines in the legislation and corporate articles. The CRD Board Chair would then vote to adopt the financial statements, auditor's report, and any other business required to be transacted. This was prior to CRHC's governance reorganization.

The former practice of hosting an annual AGM required additional administrative time to be spent organizing an in-person meeting in strict compliance with the legislation and articles. As a sole-shareholder corporation that shares directors with the CRD, such administrative burden is no longer required as the directors of the CRD are those persons appointed as directors of the CRHC.

*Economic Implications*
By completing a resolution in writing, administration costs of organizing and hosting a formal in-person AGM are avoided.

*Public Participation Implications*
By moving forward by way of resolution in writing, members of the public may attend to speak to CRHC's business as a delegation on a standard CRD agenda item. This may lead to increased transparency and public involvement.

*Record Keeping Implications*
By proceeding by way of corporate resolution in writing, it will be easier to track the business conducted by CRD as shareholder. The corporate resolution in writing will be filed in the CRHC's minute book, easily accessible if necessary, as well as noted in the CRD's minutes.

## CONCLUSION

Staff recommend the CRD conduct the annual meeting of the shareholder of the CRHC by way of resolution in writing, and the CRD authorize the Chair and Corporate Officer to execute the unanimous shareholder resolution on its behalf.

## RECOMMENDATION

That the unanimous shareholder's resolution attached as Appendix A to the Capital Region Housing Corporation Annual General Meeting report be approved, and the Chair and Corporate Officer execute it on behalf of the Capital Regional District.

| | |
|---|---|
| Submitted by: | Don Elliott, MUP, Senior Manager, Regional Housing & CRHC |
| Concurrence: | Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENTS

Appendix A: Unanimous Resolution of the Shareholders of the CRHC
Appendix B: 2021 Audited Financial Statements
Appendix C: 2021 Annual Report

**Appendix A**

CONSENT UNANIMOUS RESOLUTION OF THE SHAREHOLDER OF

THE CAPITAL REGION HOUSING CORPORATION

(the "CRHC")

The Capital Regional District, being the sole shareholder of the CRHC entitled to vote at an Annual General Meeting of the CRHC, hereby consent to the following unanimous resolutions:

RESOLVED that:

1) the financial statements of the CRHC for the period ended December 31, 2021, are hereby approved;

2) all lawful acts, contracts, proceedings, appointments and payments of money by the directors of the CRHC since the last annual general meeting of the CRHC, and which have previously been disclosed to the shareholder, are hereby adopted, ratified and confirmed;

3) that KPMG LLP be appointed auditors for the CRHC until the next annual general meeting or until a successor is appointed, at a remuneration to be fixed by the CRHC directors; and

4) this resolution may be signed on behalf of the corporate shareholder, the Capital Regional District, by the Chair of the Capital Regional District and the Corporate Officer.

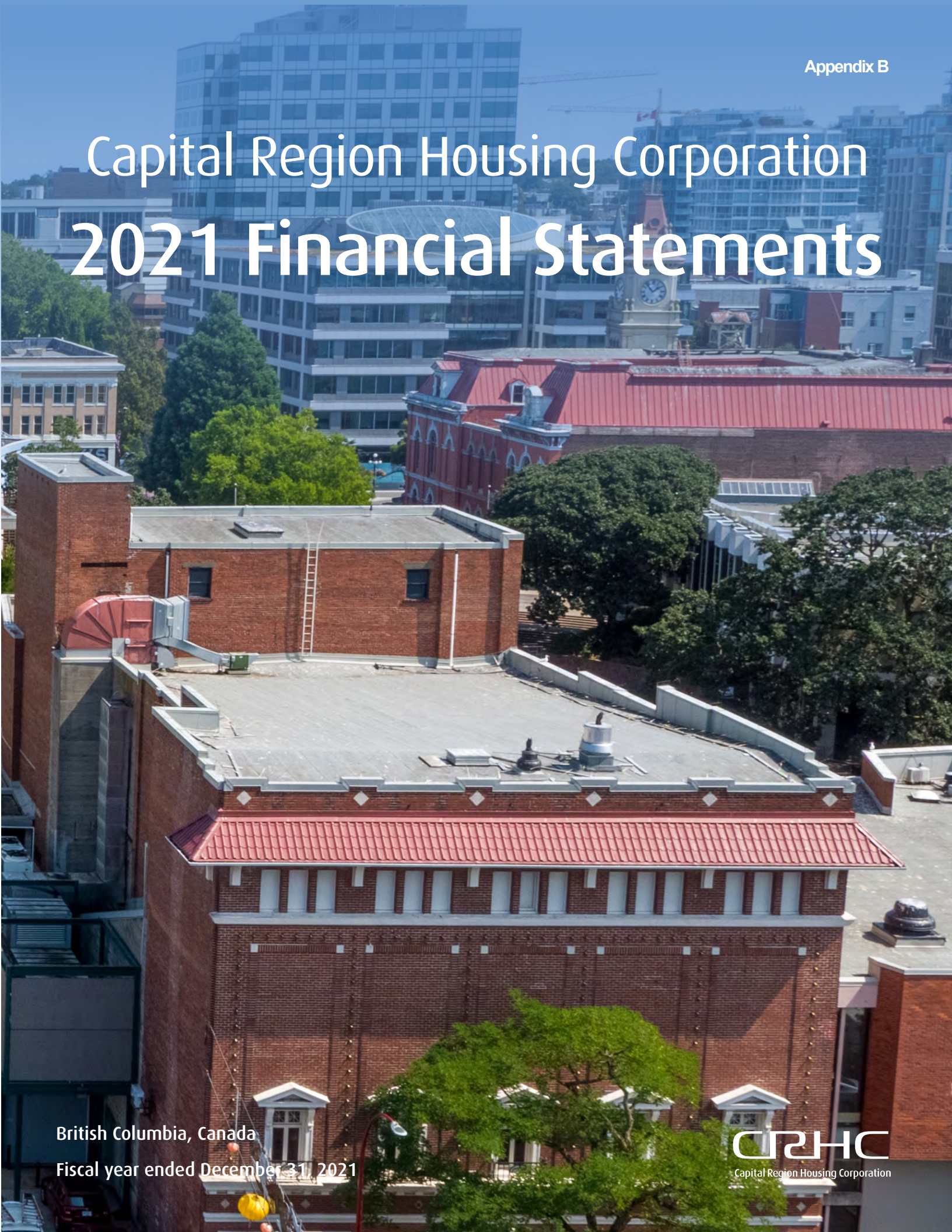
RESOLVED as of _____ May, 2022.

| | |
|---|---|
| Colin Plant | Kristen Morley |
| Capital Regional District Board Chair | Corporate Officer |

Appendix B

# Capital Region Housing Corporation

# 2021 Financial Statements



British Columbia, Canada

Fiscal year ended December 31, 2021

Capital Region Housing Corporation

# Table of Contents


Independent Auditors' Report . . . . . 2
Management Report . . . . . 5

## Statements

Statement of Financial Position . . . . . 6
Statement of Operations . . . . . 7
Statement of Changes in Net Assets & Remeasurement Gains & Losses . . . 8
Statement of Cash Flows . . . . . 9

## Notes

Notes to Financial Statements . . . . . 10

## Schedules

Changes in Replacement Reserve Fund . . . . . 21
Changes in Portfolio Stabilization Reserves . . . . . 22
Capital Assets . . . . . 23
Capital Fund: Mortgages Payable . . . . . 25
Operating Fund: Rental Operations . . . . . 26

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

# INDEPENDENT AUDITORS' REPORT

To the Shareholder of the Capital Region Housing Corporation

## *Opinion*

We have audited the financial statements of the Capital Region Housing Corporation (the Corporation), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net assets and remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2021, and its results of operations, its changes in net assets and remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

DRAFT

## *Other Information*

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditors' report thereon, included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the Annual Report as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

## *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

## *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions

DRAFT

of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Victoria, Canada
May 11, 2022

DRAFT

Capital Region Housing Corporation

# Capital Region Housing Corporation

## MANAGEMENT REPORT

The Financial Statements contained in this report have been prepared by management in accordance with Canadian public sector accounting standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Capital Region Housing Corporation Board of Directors are responsible for approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises this responsibility through the Hospitals and Housing Committee of the Board.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian public sector accounting standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the Corporation's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to staff and management. The Independent Auditors' Report outlines the scope of the audit for the year ended December 31, 2021.

On behalf of Capital Region Housing Corporation,

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer
May 11, 2022

DRAFT

;(4(&6&$( ,= >+$4$?+4@,.+(+,$

!" #$%&'&()&* +,- ./.,

| | 2021 | 2020 |
|---|---|---|
| **Assets** | | |
| Current assets: | | |
| Cash and cash equivalents (Note 2) | **$ 7,872,078** | $ 6,961,868 |
| Accounts receivable | **1,374,220** | 642,886 |
| Prepaid expenses | **628,182** | 541,333 |
| | **9,874,480** | 8,146,087 |
| Cash and cash equivalents restricted for replacement reserve (Note 2) | **6,900,663** | 5,934,450 |
| Capital assets (Note 3 and Schedule C) | **188,330,922** | 161,085,348 |
| | **$ 205,106,065** | $ 175,165,885 |
| **Liabilities and Net Assets** | | |
| Current liabilities: | | |
| Accounts payable and accrued liabilities | **2,062,933** | 1,014,548 |
| Accrued mortgage interest | **326,483** | 209,964 |
| Due to Capital Regional District | **80,748** | 104,454 |
| Deferred revenue | **701,750** | 704,008 |
| Security deposits | **1,034,183** | 795,281 |
| Short-term capital financing | **2,151,025** | 61,277,457 |
| Mortgages payable principal current portion (Schedule D) | **6,151,134** | 4,828,667 |
| Mortgages payable principal renewal portion (Note 4 and Schedule D) | **3,747,610** | 3,189,847 |
| | **16,255,866** | 72,124,226 |
| Mortgages payable (Note 4 and Schedule D) | **150,343,987** | 71,844,896 |
| Capital stock (Note 5) | **1** | 1 |
| Net assets: | | |
| Invested in capital assets (Note 6) | **26,879,486** | 21,351,990 |
| Externally restricted (Note 7) | **10,076,031** | 8,587,302 |
| Internally restricted (Note 7) | **1,003,312** | 623,382 |
| Unrestricted: Corporation stabilization reserve (Note 8) | **664,933** | 498,122 |
| | **38,623,762** | 31,060,796 |
| Accumulated remeasurement gains (losses) | **(117,551)** | 135,966 |
| | **38,506,211** | 31,196,762 |
| Commitments and contingencies (Note 9) | | |
| | **$ 205,106,065** | $ 175,165,885 |

See accompanying notes to the financial statements.

On behalf of the Board:

_____Director _____Director

# ;(4(&6&$( ,= B'&-4(+,$.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Operating Funds | | Restricted Funds | | | |
|---|---|---|---|---|---|---|
| | Corporation | Rental Housing | Capital Fund | Replacement Reserve Fund | **Total 2021** | Total 2020 |
| **Revenues:** | | | | | | |
| Tenant rent contributions | $ - | $18,482,139 | $ - | $ - | **$18,482,139** | $14,483,146 |
| BCHMC rent subsidy assistance | - | 330,338 | - | - | **330,338** | 359,792 |
| BCHMC umbrella operating agreement funding | - | 2,858,390 | - | - | **2,858,390** | 3,118,951 |
| Rental management fees | 2,426,020 | - | - | - | **2,426,020** | 1,736,610 |
| Rental management fees - other | 79,548 | - | - | - | **79,548** | 80,682 |
| Investment income | 81,922 | - | - | 130,169 | **212,091** | 271,933 |
| Guest suites, net | (1,096) | - | - | - | **(1,096)** | (1,774) |
| Miscellaneous | 25,515 | 200,222 | - | - | **225,737** | 193,516 |
| Project management fees | 361,732 | - | - | - | **361,732** | 273,690 |
| Government contributions (Note 9) | 295,000 | - | 5,606,805 | 27,525 | **5,929,330** | 660,000 |
| | 3,268,641 | 21,871,089 | 5,606,805 | 157,694 | **30,904,229** | 21,176,546 |
| **Expenses:** | | | | | | |
| Administration and property management | 2,599,269 | - | - | - | **2,599,269** | 2,255,667 |
| Amortization | - | - | 7,140,382 | - | **7,140,382** | 6,228,560 |
| Property taxes | - | 28,751 | - | - | **28,751** | 295,670 |
| Insurance | - | 1,139,572 | - | - | **1,139,572** | 845,756 |
| Maintenance | - | 1,231,145 | - | - | **1,231,145** | 949,823 |
| Caretakers | - | 1,789,881 | - | - | **1,789,881** | 1,513,770 |
| Landscape | - | 409,285 | - | - | **409,285** | 378,861 |
| Electricity | - | 402,265 | - | - | **402,265** | 264,704 |
| Land and improvement leases | - | 294,000 | - | - | **294,000** | 294,000 |
| Water | - | 1,309,824 | - | - | **1,309,824** | 1,090,990 |
| Oil and gas | - | 174,264 | - | - | **174,264** | 96,251 |
| Garbage | - | 312,005 | - | - | **312,005** | 286,381 |
| Rental management fee | - | 2,425,159 | - | - | **2,425,159** | 1,735,790 |
| Audit and legal | - | 33,642 | - | - | **33,642** | 31,381 |
| Miscellaneous | - | 33,580 | - | - | **33,580** | 35,745 |
| Hospitality services (Parry Place) | - | 298,093 | - | - | **298,093** | 293,690 |
| Interest on mortgages payable | - | 3,282,707 | - | - | **3,282,707** | 2,127,930 |
| Repayment of BCHMC capital contribution | - | - | - | - | **-** | 700,000 |
| Loss on disposal of capital assets | - | - | 437,439 | - | **437,439** | - |
| | 2,599,269 | 13,164,173 | 7,577,821 | - | **23,341,263** | 19,424,969 |
| **Excess of revenues over expenses** | **$ 669,372** | **$ 8,706,916** | **$ (1,971,016)** | **$ 157,694** | **$ 7,562,966** | $ 1,751,577 |

See accompanying notes to the financial statements.

# ;(4(&6&$( ,= 8D4$5&. +$E&( )..&(. F 0&6&4.*-&6&$( G4+$.F H,..&.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Operating Funds | | Restricted Funds | | | | |
|---|---|---|---|---|---|---|---|
| | Corporation | Rental Housing | Capital Fund | Replacement Reserve Fund | Remeasurement Gains / (Losses) | Total 2021 | Total 2020 |
| Net assets, beginning of year | $ 659,315 | $ 3,115,041 | $ 21,351,990 | $ 5,934,450 | $ 135,966 | $ 31,196,762 | $ 29,093,603 |
| Excess of revenues over expenses | 669,372 | 8,706,916 | (1,971,016) | 157,694 | - | 7,562,966 | 1,751,577 |
| Interfund transfers: | | | | | | | |
| Mortgage principal repayments | - | (5,903,295) | 5,903,295 | - | - | - | - |
| Replacement reserve transfers | - | (2,980,835) | - | 2,980,835 | - | - | - |
| Replacement reserve expenditures | - | - | 2,172,322 | (2,172,322) | - | - | - |
| Fund transfers | (500,000) | 1,077,105 | (577,105) | - | - | - | - |
| | (500,000) | (7,807,025) | 7,498,512 | 808,513 | - | - | - |
| Unrealized gain (loss) on investments | - | - | - | - | (253,517) | (253,517) | 351,582 |
| Net assets, end of year | $ 828,687 | $ 4,014,932 | $ 26,879,486 | $ 6,900,657 | $ (117,551) | $ 38,506,211 | $ 31,196,762 |

See accompanying notes to the financial statements.

;(4(&6&$( ,= 84.D >9,J.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | 2021 | 2020 |
|---|---|---|
| **Cash provided by (used in):** | | |
| **Operating activities:** | | |
| Excess of revenues over expenses | **$ 7,562,966** | $ 1,751,577 |
| Items not involving cash: | | |
| Amortization | **7,140,382** | 6,228,560 |
| Loss on disposal of capital assets | **437,439** | - |
| Changes in non-cash assets and liabilities: | | |
| (Increase) in accounts receivable | **(731,334)** | (159,732) |
| Decrease in due from Capital Regional Hospital District | **-** | 80,726 |
| (Increase) in inventory and prepaid expenses | **(86,849)** | (149,502) |
| Increase (decrease) in accounts payable and accrued liabilities | **1,048,385** | (1,670,210) |
| Increase (decrease) in accrued mortgage interest | **116,519** | (19,860) |
| Increase (decrease) in deferred revenue | **(2,258)** | 33,193 |
| Increase in security deposits | **238,902** | 158,667 |
| Increase (decrease) due to Capital Regional District | **(23,706)** | 82,915 |
| **Net change in cash from operating activities** | **15,700,446** | 6,336,334 |
| **Investing activities:** | | |
| Decrease (increase) in restricted cash and cash equivalents | **(1,219,730)** | 12,424 |
| **Capital activities:** | | |
| Acquisition of capital assets | **(34,823,395)** | (67,379,039) |
| **Net change in cash from capital activities** | **(34,823,395)** | (67,379,039) |
| **Financing activities:** | | |
| Repayment of mortgages payable | **(6,473,745)** | (5,092,006) |
| Proceeds from (repayment of) short term debt | **(59,126,432)** | 61,277,457 |
| Proceeds from long term debt | **86,853,066** | 5,028,128 |
| | **21,252,889** | 61,213,579 |
| **Net change in cash and cash equivalents** | **910,210** | 183,298 |
| Cash and cash equivalents, beginning of year | **6,961,868** | 6,778,570 |
| **Cash and cash equivalents, end of year** | **$ 7,872,078** | $ 6,961,868 |

See accompanying notes to the financial statements.

**General**

The Capital Region Housing Corporation (the “Corporation”) is incorporated under the laws of British Columbia and its principal activity is the provision of rental accommodation. As a wholly owned subsidiary of the Capital Regional District ("CRD"), the Corporation is exempt from taxation under the Income Tax Act and is regarded as a municipality for GST purposes.

**1. Significant Accounting Policies**

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

**a. Revenue Recognition**

The Corporation follows the restricted fund balance method of accounting for contributions. Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year to which the funding relates. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year received or receivable.

**b. Fund Accounting**

**i. Operating Funds**

The Operating Funds reflect the Corporation’s assets, liabilities and transactions relating to the ongoing rental and non-rental operations (“Corporation”). In accordance with the agreements with British Columbia Housing Management Commission (BCHMC), a Portfolio Stabilization Reserve has been established for each portfolio’s accumulated operating surplus. The Corporation has also established a reserve for the No Operating Agreement portfolio. These reserves are used in the event that annual rental revenues and government subsidies are inadequate to meet the portfolio’s mortgage payments and operating costs. The Corporation can also contribute funds from these reserves to the Replacement Reserve Fund, if required. At the discretion of the Board, the unrestricted Corporate Stabilization Reserve provides funding for administration and special projects.

**ii. Capital Fund**

The Capital Fund reflects the Corporation’s investment in capital assets and related financial activities.

**iii. Replacement Reserve Fund**

In accordance with the agreements with BCHMC, a Replacement Reserve Fund has been established for each building to pay for the replacement of worn-out capital equipment and other approved items. The Replacement Reserves are funded by an annual transfer from the Rental Housing Operating Fund. Capital expenditures made from the reserve are transferred to the Capital Fund.

**1. Significant Accounting Policies (continued)**

**c. Capital Assets**

Land, buildings, equipment and vehicles are stated at cost. Amortization is charged upon the asset becoming available for productive use in the year of acquisition. Amortization over their estimated useful lives is provided on the straight-line basis at the following rates:

| Asset | Rate |
|---|---|
| Prepaid leases | 29-60 Years |
| Buildings | 35 Years |
| Equipment | 10 Years |
| Vehicles | 5 Years |

All transfers from the Replacement Reserve Fund and office equipment are stated at cost and amortization is taken on the declining balance basis at 20% per annum.

Capital assets are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

**d. Debt Retirement**

Payment of principal on long-term debt is funded by a transfer from the Rental Housing Operating Fund to the Capital Fund.

**e. Operating Agreements**

**i. Umbrella**

Effective April 1, 2012, the Corporation signed a thirty-three month Interim Umbrella Operating Agreement (the “Umbrella Agreement”) with BCHMC to consolidate three operating agreements to reduce administrative duplication, allow the Corporation more flexibility to determine priorities for the portfolio maintenance and management and create a stable and predictable funding stream for the Corporation. In addition, the parties agreed to work together to develop a long-range capital planning tool to enable the Corporation and BCHMC to determine the capital replacement needs of the portfolio for the next thirty years and to negotiate on the transfer of the land ownership of the BCHMC projects from the Provincial Rental Housing Corporation to the Corporation. The final agreement was signed on December 2, 2014 with an effective date of January 1, 2015, for a five year term, and was renewed in December 2019 for an additional five year term ending 2024.

Effective August 17, 2020, the Umbrella Agreement was modified to remove three properties, Portage Place, Campus View Court, and Royal Oak Square, whose mortgages had matured and which were originally part of the CMHC Agreement described below. The properties were moved to the CRHC No Operating Agreement portfolio and their corresponding Replacement Reserve balances were moved to the CRHC No Operating Agreement Replacement Reserve. No transfers were made between Portfolio Stabilization Reserves. As a result of this change, the Umbrella Agreement now contains 39 buildings and 1,142 units.

**1. Significant Accounting Policies (continued)**

**e. Operating Agreements (continued)**

**i. Umbrella (continued)**

Except as modified by the Umbrella Agreement, all provisions of the original three operating agreements with CMHC, BCHMC and Homes BC will continue to apply to each project in the portfolio.

a) CMHC

Prior to April 1, 2012 the Corporation had entered into agreements with CMHC pursuant to Section 95 (formerly Section 56.1) of the National Housing Act whereby CMHC will provide mortgage assistance grants to the Corporation that reduce interest costs to not less than 2% on all mortgages payable. As of January 1, 2005 when a mortgage loan is renewed the mortgage assistance grants shall increase or decrease by the same dollar amount as the monthly loan payment of principal and interest changes.

b) BCHMC

Prior to April 1, 2012 the Corporation had entered into agreements with BCHMC whereby BCHMC, on behalf of the Provincial and Federal governments, will provide rent subsidy assistance equal to the BCHMC approved difference between tenant rent contributions and BCHMC defined economic rents.

c) Homes BC Program

Prior to April 1, 2012 the Corporation had entered into agreements with BCHMC under the unilaterally funded Homes BC Program. The Provincial Government agrees to provide rent subsidy assistance for Rent Geared to Income (RGI) units (approximately 60% of total units) based on the difference between the tenant rent contribution and the approved economic rents. The Province also agrees to provide Repayable Assistance equal to the difference between the economic and the approved low-end of market rents for the remaining units.

**ii. Independent Living BC II Program**

The Corporation has entered into an agreement with BCHMC under the unilaterally funded Independent Living BC II Program. The Provincial Government agrees to provide subsidy assistance for shelter and defined hospitality costs based on the difference between seventy percent (70%) of the residents' net income and the approved operating budget.

**iii. Regional Housing First Program**

The Regional Housing First Program (RHFP) is a partnership between the Provincial and Federal governments and the CRD to provide capital funding to affordable housing projects in the region. The Corporation has entered into a 40-year agreement with BCHMC on behalf of the RHFP whereby the Corporation provides shelter-rate and affordable rents to low and moderate income tenants. No other financial contribution is received to subsidize the ongoing operation of the buildings.

**1. Significant Accounting Policies (continued)**

**e. Operating Agreements (continued)**

**iv. Investment in Housing Innovation Program**

The Corporation has entered into a 40-year agreement with BCHMC under the Investment in Housing Innovation (IHI) program. Capital funding was provided in the form of a forgivable loan to facilitate the construction of the Westview building. No other financial contribution is received to subsidize the ongoing operation of the building.

**v. CRHC No Operating Agreement**

This category includes buildings that receive no mortgage assistance or rent subsidy assistance. Tenant rent contributions are determined by the Corporation.

**f. Allocation of Investment Income**

Funds available for investment are pooled and interest revenue is allocated to restricted funds at the rate of average prime minus 0.45% (2020: average prime minus 0.11%).

**g. Financial Instruments**

Financial instruments are recorded at fair value on initial recognition. Derivative instruments, bonds and equity instruments that are quoted in an active market are subsequently reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. The Corporation has not elected to carry any other such financial instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses.

**h. Use of Estimates**

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant estimates and assumptions include amortization of capital assets. Actual results could differ from those estimates.

## 2. Cash and Cash Equivalents

Cash and cash equivalents have a maturity of three months or less at acquisition and are held for the purpose of meeting short-term cash commitments. Included in cash and cash equivalents are investments in the Municipal Finance Authority of British Columbia (MFA) Short Term Bond and Money Market Funds. See Schedule A for details of cash and cash equivalents restricted for replacement reserve.

## 3. Capital Assets

| December 31, 2021 | Cost | Accumulated Amortization | Net Book Value |
|---|---|---|---|
| Land | $ 9,496,053 | $ - | $ 9,496,053 |
| Prepaid leases | 134,951,377 | 9,393,601 | 125,557,776 |
| Buildings | 126,839,572 | 82,189,887 | 44,649,685 |
| Equipment and other | 39,677,202 | 31,049,794 | 8,627,408 |
| | $ 310,964,204 | $ 122,633,282 | $ 188,330,922 |

| December 31, 2020 | Cost | Accumulated Amortization | Net Book Value |
|---|---|---|---|
| Land | $ 9,496,053 | $ - | $ 9,496,053 |
| Prepaid leases | 109,499,053 | 7,233,959 | 102,265,094 |
| Buildings | 122,362,585 | 81,567,634 | 40,794,951 |
| Equipment and other | 38,956,747 | 30,427,497 | 8,529,250 |
| | $ 280,314,438 | $ 119,229,090 | $ 161,085,348 |

## 4. Mortgages Payable

Pursuant to Section 5 of the National Housing Act, CMHC has undertaken to insure all mortgages payable by the Corporation except the mortgages on Village on the Green and Vergo. As additional security, the mortgagors hold chattel mortgages and assignments of rent.

| Principal due within each of the next five years on these mortgages is as follows: | Assuming no mortgage renewal | Assuming mortgage renewal |
|---|---|---|
| 2022 | $ 9,898,744 | $ 6,164,536 |
| 2023 | 7,131,300 | 6,236,514 |
| 2024 | 13,815,354 | 6,076,120 |
| 2025 | 8,181,738 | 5,635,896 |
| 2026 | $ 5,947,112 | $ 5,418,041 |

See Schedule D for details of interest rates, renewal dates, and maturity dates of mortgages. Mortgage renewal amounts are calculated based on existing rates and do not consider current prevailing market rates.

## 5. Capital Stock

Authorized capital: 2,000 shares with par value of $1 each

Issued capital: 1 share of $1 par value, owned by the Capital Regional District.

## 6. Invested in Capital Assets

Investment in capital assets is calculated as follows:

| | **December 31, 2021** | December 31, 2020 |
|---|---|---|
| Capital assets | $ 188,330,922 | $ 161,085,348 |
| Accounts receivable | 1,106,873 | 454,156 |
| Interfund due (to)/from rental housing operating fund | (164,553) | 953,353 |
| Mortgages payable | (160,242,731) | (79,863,410) |
| Short-term capital financing | (2,151,025) | (61,277,457) |
| | $ 26,879,486 | $ 21,351,990 |

## 7. Restricted Net Assets

Externally restricted net assets:

| | **December 31, 2021** | December 31, 2020 |
|---|---|---|
| Replacement reserve fund | $ 6,900,657 | $ 5,934,450 |
| CMHC/BCHMC/Homes BC operating agreements | (3,949) | (3,949) |
| Portfolio stabilization reserve - umbrella agreement | 2,914,641 | 2,588,625 |
| Portfolio stabilization reserve - ILBC2 agreement | (62,637) | (38,827) |
| Portfolio stabilization reserve - RHFP agreement | 38,150 | (13,589) |
| Portfolio stabilization reserve - IHI | 289,169 | 120,592 |
| | $ 10,076,031 | $ 8,587,302 |

## 7. Restricted Net Assets (coninued)

Internally restricted net assets:

| | December 31, 2021 | December 31, 2020 |
|---|---|---|
| Portfolio stabilization reserve - no operating agreement | $ 839,558 | $ 462,189 |
| Guest suite surplus | 35,330 | 36,425 |
| Vehicle replacement reserve | 96,476 | 94,584 |
| Equipment replacement reserve | 31,948 | 30,184 |
| | $ 1,003,312 | $ 623,382 |

Rental housing operating fund balance:

| | December 31, 2021 | December 31, 2020 |
|---|---|---|
| Portfolio stabilization reserve - umbrella agreement | $ 2,914,641 | $ 2,588,625 |
| Portfolio stabilization reserve - ILBC2 agreement | (62,637) | (38,827) |
| Portfolio stabilization reserve - RHFP agreement | 38,150 | (13,589) |
| Portfolio stabilization reserve - IHI | 289,169 | 120,592 |
| Portfolio stabilization reserve - no operating agreement | 839,558 | 462,189 |
| CMHC/BCHMC/Homes BC operating agreements | (3,949) | (3,949) |
| | $ 4,014,932 | $ 3,115,041 |

## 8. Unrestricted Net Assets

Unrestricted net assets - corporation stabilization reserve:

| | December 31, 2021 | December 31, 2020 |
|---|---|---|
| Operating net assets, ending balance | $ 828,687 | $ 659,315 |
| Less: Internally restricted net assets | | |
| Guest suite surplus | (35,330) | (36,425) |
| Vehicle replacement reserve | (96,476) | (94,584) |
| Equipment replacement reserve | (31,948) | (30,184) |
| | $ 664,933 | $ 498,122 |

## 9. Commitments and Contingencies

a. Related Party Transactions

The Corporation is a wholly owned subsidiary of the Capital Regional District (CRD). In 1997, the Corporation committed to a 60-year prepaid land lease at 625 Superior Street from the CRD at the agreed upon price of $525,000 which was recognized as an acquisition in the Corporation Capital Fund. In 2017, the Corporation committed to a 60-year land lease at 3816 Carey Road from the CRD for one dollar, with the land use restricted to affordable housing. In 2021, the Corporation committed to a 60-year land lease at 2782 Spencer Road from the CRD for ten dollars, with the land use restricted to affordable housing.

In 2018, a RHFP project management office was created to support the delivery of the Program. During the year the Corporation contributed $64,790 (2020: $63,520) to the CRD, to cost share in administrative support and project management services.

On January 25, 2019, as part of the RHFP, the CRD purchased Millstream Ridge and entered into a 60-year prepaid lease in the amount of $33,250,194 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

On November 2, 2020, as part of the RHFP, the CRD purchased West Park and entered into a 60-year prepaid lease in the amount of $29,430,822 and a 35-year operator agreement with the Corporation. The CRD's Regional Housing Trust Fund provided a capital grant to the Corporation in the amount of $660,000 for this project. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

On November 20, 2020, as part of the RHFP, the CRD purchased Spencer Close and entered into a 60-year prepaid lease in the amount of $28,419,513 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease

On March 22, 2021, as part of the RHFP, the CRD purchased Hockley House and entered into a 60-year prepaid lease in the amount of $23,807,370 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

During 2021, the Corporation received $295,000 of COVID-19 Safe Restart Grants for Local Governments from the CRD to provide for revenue shortfalls.

b. Sublease of Kings Place Housing Development

The Corporation entered into agreement with the Cridge Housing Society and the Provincial Rental Housing Corporation to sublease the land and improvements at 1070 Kings Road, Victoria for a term of thirty years commencing August 1, 1997. The Homes BC Program Operating Agreement was assigned to the Corporation from the Cridge Housing Society with the approval of the BCHMC. Current annual lease payments amount to $231,000 and are based on the annual mortgage payments.

## 9. Commitments and Contingencies (continued)

c. Building Envelope Remediation (BER)

Prior to the signing of the Umbrella Agreement in 2012, BCHMC provided funding for building envelope failure remediation for BCHMC and Homes BC buildings. BCHMC may require repayment of certain BER subsidies. Repayment would be funded by second mortgages. Funding for future BER for all buildings except No Operating Agreement buildings is subject to future negotiations with BCHMC. In 2014, BCHMC entered into an agreement with the Corporation to fund the Heathers BER with a 35-year forgivable mortgage of $1,258,358.

d. Mortgage During Construction

During 2021, a mortgage was registered on the Olympic View property by BCHMC as security over short-term construction financing provided for the Caledonia redevelopment project. These funds are required to be repaid and the mortgage discharged in 2022.

e. Forgivable Loans

The Corporation has received funding to develop affordable housing units through forgivable loans. If the developments funded are not used for their approved purpose by the grantor, the loan will become repayable.

## 10. Pension Liability

The Corporation and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteed pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula.

As at December 31, 2020, the Plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 49 contributors from the Corporation.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018 indicated a $2,866 million funding surplus for basic pension benefits on a going concern basis.

The Corporation's employer contributions to the Plan for the fiscal year ended December 31, 2021 were $266,976 (2020: $222,396). The next valuation will be as at December 31, 2021, with results available in 2022.

**10. Pension Liability (continued)**

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

**11. Financial risks and concentration of risk**

a. Credit risk

Credit risk refers to the risk that a counter party may default on its contractual obligations resulting in a financial loss. The Corporation is exposed to credit risk with respect to the accounts receivable, cash, and cash equivalents. The Corporation assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Corporation at December 31, 2021 is the carrying value of these assets. The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at December 31, 2021 is $0 (2020: $0). There have been no significant changes to the credit risk exposure from 2020.

b. Liquidity risk

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating requirements. The Corporation prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice. The contractual maturities of mortgages payable are disclosed in Note 4. There have been no significant changes to the liquidity risk exposure from 2020.

c. Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Corporation's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

i. Foreign exchange risk:

The Corporation does not enter into foreign exchange transactions and therefore is not exposed to foreign exchange risk. There have been no significant changes to foreign exchange risk exposure from 2020.

**11. Financial risks and concentration of risk (continued)**

c. Market risk: (continued)

ii. Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

The Corporation holds cash equivalents in MFA Short Term Bond and Money Market Funds where changes in fair value have parallel changes in unrealized gains or losses until realized on disposal.

The Corporation's mortgage interest rates are fixed and are subject to interest rate risk upon renewal. The interest rate risk is mitigated by the subsidy assistance received for most properties from BCHMC and CMHC, which is based on mortgage principal and interest payments. At December 31, 2021, there are seven properties which do not receive subsidy assistance based on mortgage interest rates: Village on the Green, Vergo, Millstream Ridge, Westview, Spencer Close, West Park, and Hockley House. These properties will be subject to interest rate risk upon renewal.

**12. Comparative Information**

Certain 2020 comparative information has been reclassified to conform with the financial statement presentation adopted for the current year.

# 8D4$5&. +$0&'94?&6&$( 0&.&-M&>*$%

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Balance at December 31 2020 | Transfer from Rental Operating Fund | Transfer from Portfolio Stabilization Reserve | Contribution from BCHMC | Interest | Transfer to Capital Fund | 2021 |
|---|---|---|---|---|---|---|---|
| Umbrella Agreement | | | | | | | |
| Oakwinds | $ 782,059 | $ 103,800 | $ - | $ - | $ 16,206 | $ (47,021) | $ 855,044 |
| James Yates Gardens | 136,722 | 16,608 | - | - | 2,726 | (17,467) | 138,589 |
| Pinehurst | 441,878 | 41,520 | - | - | 8,783 | (46,984) | 445,197 |
| The Brambles | 165,179 | 37,368 | - | - | 3,460 | (21,690) | 184,317 |
| The Terraces | 542,834 | 41,520 | - | - | 11,184 | (8,758) | 586,780 |
| Michigan Square | 361,024 | - | - | - | 7,068 | (15,298) | 352,794 |
| Olympic View | 75,750 | 124,560 | - | - | 2,196 | (56,459) | 146,047 |
| Swanlea | 153,230 | 29,064 | - | - | 2,894 | (44,407) | 140,781 |
| Firgrove | 55,112 | 66,432 | - | - | 1,537 | (22,974) | 100,107 |
| Beechwood Park | (6,313) | 99,648 | - | - | 425 | (44,516) | 49,244 |
| Grey Oak Square | 15,169 | 49,824 | - | - | 511 | (29,096) | 36,408 |
| Willowdene | 27,922 | 31,140 | - | - | 689 | (18,056) | 41,695 |
| Rosewood | 110,950 | 91,344 | - | - | 2,590 | (54,290) | 150,594 |
| Gladstone | 42,820 | 29,064 | - | - | 1,025 | (12,194) | 60,715 |
| Camosun Place | 61,368 | 16,608 | - | - | 1,296 | (9,708) | 69,564 |
| Parkview | 112,085 | 53,976 | - | - | 2,333 | (44,835) | 123,559 |
| Carey Lane | 92 | 45,672 | - | - | - | (47,796) | (2,032) |
| Colquitz Green | (30,355) | 41,520 | - | - | - | (40,352) | (29,187) |
| Springtide | 98,747 | 99,648 | - | - | 2,635 | (34,224) | 166,806 |
| Greenlea | 7,585 | 43,596 | - | - | 365 | (22,224) | 29,322 |
| Arbutus View | (3,893) | 47,748 | - | - | - | (91,257) | (47,402) |
| Amberlea | 230,610 | 91,344 | - | - | 4,945 | (58,112) | 268,787 |
| Cloverhurst | 55,420 | 20,760 | - | - | 1,054 | (26,202) | 51,032 |
| Hamlet | (21,476) | 20,760 | - | - | - | (5,640) | (6,356) |
| Viewmont | 112,914 | 74,736 | - | - | 2,744 | (26,192) | 164,202 |
| Creekside | (13,520) | 49,824 | - | - | 159 | (6,902) | 29,561 |
| The Birches | 83,577 | 116,256 | - | - | 2,197 | (63,725) | 138,305 |
| Caledonia | 17,247 | - | - | - | 345 | - | 17,592 |
| The Heathers | 145,268 | 53,976 | - | - | 3,341 | (10,411) | 192,174 |
| Heron Cove | 107,631 | 49,824 | - | - | 2,248 | (40,281) | 119,422 |
| Castanea Place | 350,846 | 122,484 | - | - | 7,706 | (79,900) | 401,136 |
| Leblond Place | (78,484) | 89,268 | - | - | - | (37,990) | (27,206) |
| Rotary House | 58,545 | 85,116 | - | - | 1,056 | (96,564) | 48,153 |
| Cairns Park | (8,117) | 12,456 | - | - | - | (35,526) | (31,187) |
| Kings Place | 55,435 | 72,660 | - | - | 1,500 | (33,563) | 96,032 |
| Carillon Place | 23,267 | 31,140 | - | - | 652 | (12,510) | 42,549 |
| Brock Place | (98) | 62,280 | - | - | 528 | (9,250) | 53,460 |
| Harbour Lane | 221,888 | 58,128 | - | - | 4,787 | (23,170) | 261,633 |
| Tillicum Station | 236,532 | 83,037 | - | - | 5,294 | (26,738) | 298,125 |
| ILBC2 Agreement | | | | | | | |
| Parry Place | 117,525 | 16,600 | 6,196 | 27,525 | 2,552 | (31,370) | 139,028 |
| No Operating Agreement | | | | | | | |
| Village on the Green | 335,035 | 78,719 | - | - | 647 | (684,135) | (269,734) |
| Vergo | 67,905 | 37,288 | - | - | 1,603 | (12,825) | 93,971 |
| Portage Place | 157,657 | 35,217 | - | - | 3,368 | (13,761) | 182,481 |
| Campus View Court | 138,860 | 24,859 | - | - | 2,822 | (20,415) | 146,126 |
| Royal Oak Square | 175,704 | 78,719 | - | - | 3,932 | (36,904) | 221,451 |
| RHFP Agreement | | | | | | | |
| Millstream Ridge | 175,649 | 114,048 | - | - | 4,333 | (32,065) | 261,965 |
| Spencer Close | - | 112,320 | - | - | 1,055 | (6,819) | 106,556 |
| West Park | - | 131,328 | - | - | 1,248 | (6,503) | 126,073 |
| Hockley House | - | 77,760 | - | - | 768 | (1,008) | 77,520 |
| IHI Agreement | | | | | | | |
| Westview | 38,665 | 63,072 | - | - | 1,362 | (4,235) | 98,864 |
| | $ 5,934,450 | $ 2,974,639 | $ 6,196 | $ 27,525 | $ 130,169 | $ (2,172,322) | $ 6,900,657 |

## 8D4$5&. +$@,-(=,9+;(4O+9+P4(+,$&.&-M&

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Balance at December 31, 2020 | Reimburse BCHMC | Transfer (to) Replacement Reserve Fund | Transfer from/(to) Rental Operating Fund | Transfer (to) Capital Fund | Balance at December 31, 2021 |
|---|---|---|---|---|---|---|
| | | | (Schedule A) | (Schedule E) | | |
| Umbrella Agreement | | | | | | |
| CMHC | $ 5,100,249 | $ - | $ - | $ 1,498,251 | $ - | $ 6,598,500 |
| BCHMC | (2,388,800) | - | - | (1,115,610) | - | (3,504,410) |
| Homes BC | (122,824) | - | - | (56,625) | - | (179,449) |
| | 2,588,625 | - | - | 326,016 | - | 2,914,641 |
| ILBC2 Agreement | | | | | | |
| Parry Place | (38,827) | - | (6,196) | (17,614) | - | (62,637) |
| RHFP Agreement | | | | | | |
| Millstream Ridge | (24,380) | - | - | (82,445) | - | (106,825) |
| Spencer Close | 10,791 | - | - | 250,759 | - | 261,550 |
| West Park | - | - | - | (89,507) | - | (89,507) |
| Hockley House | - | - | - | (27,068) | - | (27,068) |
| | (13,589) | - | - | 51,739 | - | 38,150 |
| IHI Agreement | | | | | | |
| Westview | 120,592 | - | - | 168,577 | - | 289,169 |
| No Operating Agreement | | | | | | |
| Portage Place | 86,140 | - | - | 95,904 | - | 182,044 |
| Campus View Court | 58,149 | - | - | 74,656 | - | 132,805 |
| Royal Oak Square | 227,697 | - | - | 223,445 | - | 451,142 |
| Village on the Green | 630,014 | - | - | 66,261 | - | 696,275 |
| Vergo | (539,811) | - | - | (82,897) | - | (622,708) |
| | 462,189 | - | - | 377,369 | - | 839,558 |
| | $ 3,118,990 | $ - | $ (6,196) | $ 906,087 | $ - | $ 4,018,881 |

# 84'+(49)..&(.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Completed | Land | Prepaid Lease | Buildings | Equipment and Other | Transfer from Replacement Reserve Fund | Total | Accumulated Amortization | 2021 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| **In Operation** | | | | | | | | | | |
| Umbrella Agreement | | | | | | | | | | |
| Oakwinds | Feb/85 | $ - | $ 830,075 | $ 2,835,407 | $ 1,519,093 | $ 47,021 | $ 5,231,596 | $ (4,862,608) | **$ 368,988** | $ 408,337 |
| James Yates Gardens | Oct/84 | 103,200 | - | 387,934 | 286,319 | 17,467 | 794,920 | (622,475) | **172,445** | 170,106 |
| Pinehurst | Feb/85 | 277,692 | - | 1,188,811 | 670,513 | 46,984 | 2,184,000 | (1,767,967) | **416,033** | 397,761 |
| The Brambles | Jun/85 | 275,975 | - | 1,048,104 | 744,164 | 21,690 | 2,089,933 | (1,704,434) | **385,499** | 388,479 |
| The Terraces | May/85 | 356,532 | - | 1,087,668 | 864,637 | 8,758 | 2,317,595 | (1,848,848) | **468,747** | 486,947 |
| Michigan Square | Sep/85 | 784,763 | - | 1,874,991 | 1,481,326 | 15,298 | 4,156,378 | (3,234,924) | **921,454** | 1,051,213 |
| Olympic View | Apr/86 | 900,000 | - | 3,288,908 | 2,245,343 | 56,459 | 6,490,710 | (5,100,117) | **1,390,593** | 1,449,725 |
| Swanlea | Dec/85 | 230,215 | - | 746,556 | 452,891 | 44,407 | 1,474,069 | (1,145,386) | **328,683** | 303,343 |
| Firgrove | Feb/86 | 480,000 | - | 1,763,183 | 1,154,554 | 22,974 | 3,420,711 | (2,791,089) | **629,622** | 641,182 |
| Beechwood Park | Feb/86 | 888,000 | - | 2,317,623 | 3,029,062 | 44,516 | 6,279,201 | (4,923,842) | **1,355,359** | 1,422,119 |
| Grey Oak Square | Apr/86 | 409,015 | - | 1,290,394 | 951,131 | 29,096 | 2,679,636 | (2,087,267) | **592,369** | 605,474 |
| Willowdene | Sep/87 | - | - | 884,186 | 652,389 | 18,056 | 1,554,631 | (1,429,470) | **125,161** | 155,083 |
| Rosewood | Oct/88 | - | 255,000 | 1,864,715 | 817,036 | 54,290 | 2,991,041 | (2,648,943) | **342,098** | 383,132 |
| Gladstone | Jan/89 | - | 197,000 | 912,600 | 494,958 | 12,194 | 1,616,752 | (1,404,256) | **212,496** | 246,059 |
| Camosun Place | Mar/89 | - | 108,000 | 489,700 | 223,759 | 9,708 | 831,167 | (706,815) | **124,352** | 141,164 |
| Parkview | May/89 | - | 283,250 | 1,795,567 | 913,963 | 44,835 | 3,037,615 | (2,637,504) | **400,111** | 448,206 |
| Carey Lane | Aug/89 | - | 283,250 | 1,443,751 | 916,990 | 47,796 | 2,691,787 | (2,293,346) | **398,441** | 437,762 |
| Colquitz Green | Nov/89 | - | 160,250 | 1,504,000 | 783,508 | 40,352 | 2,488,110 | (2,156,552) | **331,558** | 375,179 |
| Springtide | May/90 | - | 324,500 | 2,519,309 | 877,081 | 34,224 | 3,755,114 | (3,233,551) | **521,563** | 598,994 |
| Greenlea | Feb/90 | - | 305,750 | 1,560,300 | 838,241 | 22,224 | 2,726,515 | (2,300,218) | **426,297** | 488,439 |
| Arbutus View | Jul/90 | - | 370,250 | 1,592,750 | 963,790 | 91,257 | 3,018,047 | (2,430,484) | **587,563** | 606,136 |
| Amberlea | May/90 | - | 447,501 | 2,578,479 | 864,233 | 58,112 | 3,948,325 | (3,299,880) | **648,445** | 718,850 |
| Cloverhurst | May/90 | - | 197,000 | 651,500 | 237,925 | 26,202 | 1,112,627 | (906,739) | **205,888** | 212,837 |
| Hamlet | Oct/90 | - | 152,000 | 803,000 | 399,693 | 5,640 | 1,360,333 | (1,134,574) | **225,759** | 266,390 |
| Viewmont | Aug/91 | - | 402,140 | 2,378,046 | 811,342 | 26,192 | 3,617,720 | (2,979,053) | **638,667** | 726,975 |
| Creekside | Apr/92 | - | 388,250 | 2,363,830 | 940,199 | 6,902 | 3,699,181 | (3,010,092) | **689,089** | 794,652 |
| The Birches | Aug/92 | - | 675,000 | 3,684,874 | 889,860 | 63,725 | 5,313,459 | (4,250,650) | **1,062,809** | 1,157,375 |
| The Heathers | Apr/93 | - | 436,279 | 1,974,683 | 430,694 | 10,411 | 2,852,067 | (2,205,164) | **646,903** | 719,625 |
| Heron Cove | Oct/93 | - | 270,000 | 2,274,691 | 531,498 | 40,281 | 3,116,470 | (2,441,742) | **674,728** | 735,227 |
| Castanea Place | Feb/95 | - | 1,277,000 | 4,841,879 | 1,121,397 | 79,900 | 7,320,176 | (5,189,299) | **2,130,877** | 2,281,064 |
| Leblond Place | Sep/96 | - | 900,000 | 4,506,231 | 1,215,108 | 37,990 | 6,659,329 | (4,539,407) | **2,119,922** | 2,357,742 |
| Rotary House | Nov/06 | - | 556,600 | 2,994,000 | 604,091 | 96,564 | 4,251,255 | (2,711,982) | **1,539,273** | 1,622,572 |
| Cairns Park | Dec/96 | - | 240,000 | 415,314 | 192,157 | 35,526 | 882,997 | (552,021) | **330,976** | 328,921 |
| Kings Place | N/A | - | - | - | 679,627 | 33,563 | 713,190 | (547,457) | **165,733** | 169,410 |
| Carillon Place | Jul/98 | - | 525,000 | 1,280,389 | 713,323 | 12,510 | 2,531,222 | (1,598,485) | **932,737** | 1,017,827 |

# 84'+(49)..&(.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | Completed | Land | Prepaid Lease | Buildings | Equipment and Other | Transfer from Replacement Reserve Fund | Total | Accumulated Amortization | 2021 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Brock Place | Jan/00 | - | 840,000 | 3,465,836 | 1,094,896 | 9,250 | 5,409,982 | (3,272,856) | **2,137,126** | 2,319,197 |
| Harbour Lane | Oct/01 | - | 825,000 | 3,607,266 | 332,360 | 23,170 | 4,787,796 | (2,721,660) | **2,066,136** | 2,178,632 |
| Tillicum Station | Jul/02 | - | 948,750 | 4,300,764 | 563,198 | 26,738 | 5,839,450 | (3,210,180) | **2,629,270** | 2,776,280 |
| Building Envelope Remediation | | | | | | | | | | |
| Amberlea | 2008 | - | - | 2,367,415 | - | - | 2,367,415 | (1,976,551) | **390,864** | 521,151 |
| The Birches | 2008 | - | - | 1,105,204 | - | - | 1,105,204 | (923,863) | **181,341** | 241,787 |
| Heron Cove | 2006 | | | 1,635,610 | | | 1,635,610 | (1,252,131) | **383,479** | 460,175 |
| Heron Cove | 2007 | - | - | 1,756,374 | - | - | 1,756,374 | (1,277,084) | **479,290** | 559,171 |
| Castanea Place | 2007 | - | - | 2,531,350 | - | - | 2,531,350 | (1,660,674) | **870,676** | 979,511 |
| Leblond Place | 2009 | - | - | 3,337,941 | - | - | 3,337,941 | (2,021,309) | **1,316,632** | 1,462,924 |
| The Heathers | 2016 | - | - | 1,258,358 | - | - | 1,258,358 | (626,465) | **631,893** | 737,209 |
| ILBC2 Agreement | | | | | | | | | | |
| Parry Place | Jun/08 | 1,400,000 | - | 4,794,268 | 230,080 | 31,370 | 6,455,718 | (2,058,595) | **4,397,123** | 4,523,797 |
| Millstream Ridge | Feb/19 | - | 35,428,849 | - | 36,155 | 32,065 | 35,497,069 | (1,789,299) | **33,707,770** | 34,274,767 |
| Spencer Close | Nov/20 | - | 30,257,330 | - | - | 6,819 | 30,264,149 | (546,942) | **29,717,207** | 30,176,997 |
| West Park | Nov/20 | - | 31,253,897 | - | - | 6,503 | 31,260,400 | (564,951) | **30,695,449** | 31,206,514 |
| Hockley House | Apr/21 | - | 25,409,983 | - | - | 1,008 | 25,410,991 | (316,952) | **25,094,039** | - |
| IHI Agreement | | | | | | | | | | |
| Westview | May/20 | - | - | 14,937,177 | 3,889 | 4,235 | 14,945,301 | (680,498) | **14,264,803** | 14,600,521 |
| No Operating Agreement | | | | | | | | | | |
| Village on the Green | May/84 | 910,171 | - | 2,002,921 | 968,209 | 684,135 | 4,565,436 | (2,868,465) | **1,696,971** | 1,124,019 |
| Vergo | May/12 | 1,144,327 | - | 4,226,787 | 82,754 | 12,825 | 5,466,693 | (1,274,019) | **4,192,674** | 4,310,085 |
| Portage Place | Aug/83 | 328,659 | - | 965,774 | 702,272 | 13,761 | 2,010,466 | (1,519,775) | **490,691** | 515,716 |
| Campus View Court | Sep/83 | 341,224 | - | 688,111 | 592,590 | 20,415 | 1,642,340 | (1,184,939) | **457,401** | 463,478 |
| Royal Oak Square | Mar/84 | 666,280 | - | 2,051,834 | 1,790,173 | 36,904 | 4,545,191 | (3,426,708) | **1,118,483** | 1,190,017 |
| **Buildings Under Construction** | | | | | | | | | | |
| Redevelopment Sites | | - | 403,473 | 8,663,209 | - | - | 9,066,682 | (195,014) | **8,871,668** | 2,113,215 |
| **Office Equipment** | | - | - | - | 535,865 | - | 535,865 | (507,167) | **28,698** | 35,878 |
| **Vehicles** | | - | - | - | 60,544 | - | 60,544 | (60,544) | **-** | - |
| | | $ 9,496,053 | $ 134,951,377 | $ 126,839,572 | $ 37,504,880 | $ 2,172,322 | $ 310,964,204 | $ (122,633,282) | **$ 188,330,922** | $ 161,085,348 |

## 84'+(49>*$%R3,-(545&. @4S40

01*$2&3&#*456&6%&'&()&* +,- ./.,

| Rental Property | Interest Rate | Renewal Date | Maturity Date | 2021 | 2020 |
|---|---|---|---|---|---|
| Umbrella Agreement | | | | | |
| Olympic View | - | | Matured in 2021 | **$ -** | $ 88,571 |
| Firgrove | - | | Matured in 2021 | **-** | 23,899 |
| Beechwood Park | - | | Matured in 2021 | **-** | 34,235 |
| Grey Oak Square | - | | Matured in 2021 | **-** | 27,083 |
| Willowdene | 2.580% | | September 1, 2022 | **39,098** | 90,076 |
| Rosewood | 2.610% | | November 1, 2023 | **227,731** | 342,135 |
| Gladstone | 2.610% | | January 1, 2024 | **129,581** | 189,340 |
| Camosun Place | 1.860% | | March 1, 2024 | **70,620** | 101,074 |
| Parkview | 1.690% | | May 1, 2024 | **282,800** | 396,503 |
| Carey Lane | 1.690% | | August 1, 2024 | **257,546** | 351,189 |
| Colquitz Green | 1.730% | | November 1, 2024 | **272,943** | 363,422 |
| Springtide | 0.680% | | May 1, 2025 | **535,048** | 689,317 |
| Greenlea | 0.690% | | March 1, 2025 | **340,501** | 443,747 |
| Arbutus View | 0.680% | | July 1, 2025 | **380,722** | 485,329 |
| Amberlea | 0.680% | | May 1, 2025 | **571,582** | 736,384 |
| Cloverhurst | 0.680% | | May 1, 2025 | **159,677** | 205,717 |
| Hamlet | 0.740% | | October 1, 2025 | **202,318** | 253,602 |
| Viewmont | 1.120% | | August 1, 2026 | **669,099** | 803,591 |
| Creekside | 2.600% | | April 1, 2027 | **735,688** | 862,697 |
| The Birches | 2.550% | August 1, 2027 | August 1, 2032 | **1,210,311** | 1,406,451 |
| Caledonia | - | | Discharged in 2021 | **-** | 652,595 |
| The Heathers | 2.600% | April 1, 2028 | April 1, 2033 | **731,439** | 836,379 |
| Heron Cove | 2.610% | October 1, 2028 | October 1, 2033 | **820,894** | 929,292 |
| Castanea Place | 0.690% | | February 1, 2030 | **2,397,554** | 2,681,978 |
| Leblond Place - 1st mortgage | 1.280% | | September 1, 2031 | **1,929,944** | 2,104,815 |
| Leblond Place - 2nd mortgage | 2.150% | March 1, 2025 | March 1, 2045 | **2,442,600** | 2,522,835 |
| Rotary House | 2.510% | March 1, 2028 | March 1, 2033 | **1,158,386** | 1,327,521 |
| Cairns Park | 2.589% | | December 1, 2031 | **291,059** | 317,549 |
| Carillon Place | 3.220% | June 1, 2024 | July 1, 2033 | **903,863** | 967,327 |
| Brock Place | 2.840% | | January 1, 2035 | **2,488,455** | 2,643,524 |
| Harbour Lane | 2.200% | October 1, 2026 | October 1, 2036 | **2,513,781** | 2,655,676 |
| Tillicum Station | 3.270% | July 1, 2024 | July 1, 2037 | **3,296,450** | 3,456,281 |
| ILBC2 Agreement | | | | | |
| Parry Place | 3.480% | May 1, 2024 | May 1, 2043 | **3,359,042** | 3,462,633 |
| RHFP Agreement | | | | | |
| Millstream Ridge | 2.860% | February 1, 2029 | March 1, 2054 | **33,809,779** | 34,441,936 |
| Spencer Close | 1.519% | January 1, 2031 | February 1, 2056 | **29,854,616** | - |
| West Park | 1.519% | January 1, 2031 | February 1, 2056 | **30,197,138** | - |
| Hockley House | 2.459% | June 1, 2031 | July 1, 2056 | **25,343,415** | - |
| IHI Agreement | | | | | |
| Westview | 1.631% | September 1, 2030 | September 1, 2055 | **7,280,114** | 7,440,758 |
| No Operating Agreement | | | | | |
| Village on the Green | 2.250% | | October 1, 2039 | **1,784,422** | 1,857,077 |
| Vergo | 3.450% | August 1, 2022 | August 1, 2042 | **3,554,515** | 3,670,872 |
| | | | | **160,242,731** | 79,863,410 |
| Principal Current Portion | | | | **(6,151,134)** | (4,828,667) |
| Principal Renewal Portion | | | | **(3,747,610)** | (3,189,847) |
| | | | | **$ 150,343,987** | $ 71,844,896 |

# B'&-4(+$5>*$%&$(49B'&-4(+,$.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | | Revenues | | | | | Expenditures and Interfund Transfers | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Number of units | Tenant rent contributions | BCHMC Rental Subsidy | BCHMC fixed funding | Other | Total | Operating costs | Transfer to Replacement Reserve | Debt charges | Other Interfund Transfers | Total | Surplus (Deficit) from operations after interfund transfers | Allocation from/(to) Portfolio Stabilization Reserves |
| **Umbrella Agreement** | | | | | | | | | | | | | |
| **CMHC** | | | | | | | | | | | | | |
| Oakwinds | 50 | $ 654,520 | $ - | $ - | $ 1,626 | $ 656,146 | $ 274,029 | $ 103,800 | $ - | $ - | $ 377,829 | $ 278,317 | $ (278,317) |
| James Yates Gardens | 8 | 72,796 | - | - | - | 72,796 | 42,909 | 16,608 | - | - | 59,517 | 13,279 | (13,279) |
| Pinehurst | 20 | 275,216 | - | - | 1,378 | 276,594 | 115,536 | 41,520 | - | - | 157,056 | 119,538 | (119,538) |
| The Brambles | 18 | 246,266 | - | - | 1,481 | 247,747 | 104,121 | 37,368 | - | - | 141,489 | 106,258 | (106,258) |
| The Terraces | 20 | 259,862 | - | - | 1,292 | 261,154 | 102,339 | 41,520 | - | - | 143,859 | 117,295 | (117,295) |
| Michigan Square | 62 | 243,289 | - | - | 1,730 | 245,019 | 265,340 | - | - | - | 265,340 | (20,321) | 20,321 |
| Olympic View | 60 | 795,368 | - | 17,653 | 3,718 | 816,739 | 322,352 | 124,560 | 88,990 | - | 535,902 | 280,837 | (280,837) |
| Swanlea | 14 | 194,081 | - | - | 1,209 | 195,290 | 99,365 | 29,064 | - | - | 128,429 | 66,861 | (66,861) |
| Firgrove | 32 | 401,771 | - | 3,092 | 1,782 | 406,645 | 151,187 | 66,432 | 24,031 | - | 241,650 | 164,995 | (164,995) |
| Beechwood Park | 48 | 624,171 | - | 4,421 | 7,077 | 635,669 | 244,298 | 99,648 | 34,381 | - | 378,327 | 257,342 | (257,342) |
| Grey Oak Square | 24 | 319,617 | - | 4,663 | 2,342 | 326,622 | 135,695 | 49,824 | 27,253 | - | 212,772 | 113,850 | (113,850) |
| | 356 | 4,086,957 | - | 29,829 | 23,635 | 4,140,421 | 1,857,171 | 610,344 | 174,655 | - | 2,642,170 | 1,498,251 | (1,498,251) |
| **BCHMC** | | | | | | | | | | | | | |
| Willowdene | 15 | 121,451 | - | 56,415 | 330 | 178,196 | 147,442 | 31,140 | 52,691 | - | 231,273 | (53,077) | 53,077 |
| Rosewood | 44 | 242,927 | - | 83,724 | 1,728 | 328,379 | 233,255 | 91,344 | 121,926 | - | 446,525 | (118,146) | 118,146 |
| Gladstone | 14 | 143,882 | - | 63,368 | - | 207,250 | 82,596 | 29,064 | 63,964 | - | 175,624 | 31,626 | (31,626) |
| Camosun Place | 8 | 85,882 | - | 33,432 | - | 119,314 | 46,374 | 16,608 | 32,068 | - | 95,050 | 24,264 | (24,264) |
| Parkview | 26 | 202,191 | - | 114,811 | 576 | 317,578 | 159,998 | 53,976 | 119,503 | - | 333,477 | (15,899) | 15,899 |
| Carey Lane | 22 | 188,450 | - | 83,364 | 1,082 | 272,896 | 118,918 | 45,672 | 98,835 | - | 263,425 | 9,471 | (9,471) |
| Colquitz Green | 20 | 181,650 | - | 76,584 | 1,120 | 259,354 | 122,555 | 41,520 | 96,028 | - | 260,103 | (749) | 749 |
| Springtide | 48 | 263,246 | - | 113,694 | 1,728 | 378,668 | 247,629 | 99,648 | 158,468 | - | 505,745 | (127,077) | 127,077 |

# B'&-4(+$5>*$%U0&$(49B'&-4(+,$.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | | Revenues | | | | | Expenditures and Interfund Transfers | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Number of units | Tenant rent contributions | BCHMC Rental Subsidy | BCHMC fixed funding | Other | Total | Operating costs | Transfer to Replacement Reserve | Debt charges | Other Interfund Transfers | Total | Surplus (Deficit) from operations after interfund transfers | Allocation from/(to) Portfolio Stabilization Reserves |
| Greenlea | 21 | 171,961 | - | 42,863 | 661 | 215,485 | 124,927 | 43,596 | 105,977 | - | 274,500 | (59,015) | 59,015 |
| Arbutus View | 23 | 196,995 | - | 49,745 | 176 | 246,916 | 120,642 | 47,748 | 107,576 | - | 275,966 | (29,050) | 29,050 |
| Amberlea | 44 | 294,651 | - | 113,742 | 1,509 | 409,902 | 241,197 | 91,344 | 169,288 | - | 501,829 | (91,927) | 91,927 |
| Cloverhurst | 10 | 65,007 | - | 41,337 | - | 106,344 | 54,400 | 20,760 | 47,292 | - | 122,452 | (16,108) | 16,108 |
| Hamlet | 10 | 112,917 | - | 49,922 | - | 162,839 | 63,338 | 20,760 | 53,836 | - | 137,934 | 24,905 | (24,905) |
| Viewmont | 36 | 187,173 | - | 165,305 | 1,546 | 354,024 | 170,979 | 74,736 | 150,907 | - | 396,622 | (42,598) | 42,598 |
| Creekside | 24 | 224,803 | - | 111,686 | 470 | 336,959 | 138,165 | 49,824 | 147,813 | - | 335,802 | 1,157 | (1,157) |
| The Birches | 56 | 297,710 | - | 163,537 | 2,060 | 463,307 | 231,459 | 116,256 | 229,534 | - | 577,249 | (113,942) | 113,942 |
| Caledonia | 18 | 944 | - | 79,981 | 26 | 80,951 | 52,948 | - | 97,439 | - | 150,387 | (69,436) | 69,436 |
| The Heathers | 26 | 156,241 | - | 108,372 | 1,271 | 265,884 | 138,661 | 53,976 | 125,324 | - | 317,961 | (52,077) | 52,077 |
| Heron Cove | 24 | 184,406 | - | 63,582 | 726 | 248,714 | 107,966 | 49,824 | 131,230 | - | 289,020 | (40,306) | 40,306 |
| Castanea Place | 59 | 381,334 | - | 186,164 | 1,442 | 568,940 | 312,509 | 122,484 | 302,000 | - | 736,993 | (168,053) | 168,053 |
| Leblond Place | 43 | 258,866 | - | 339,450 | 1,246 | 599,562 | 267,272 | 89,268 | 353,519 | - | 710,059 | (110,497) | 110,497 |
| Rotary House | 41 | 235,104 | - | 216,649 | 40 | 451,793 | 265,408 | 85,116 | 200,345 | - | 550,869 | (99,076) | 99,076 |
| | 632 | 4,197,791 | - | 2,357,727 | 17,737 | 6,573,255 | 3,448,638 | 1,274,664 | 2,965,563 | - | 7,688,865 | (1,115,610) | 1,115,610 |
| **Homes BC** | | | | | | | | | | | | | |
| Cairns Park | 6 | 50,611 | - | 22,430 | - | 73,041 | 36,308 | 12,456 | 31,658 | - | 80,422 | (7,381) | 7,381 |
| Kings Place | 35 | 377,219 | - | 152,041 | 1,137 | 530,397 | 450,323 | 72,660 | - | - | 522,983 | 7,414 | (7,414) |
| Carillon Place | 15 | 188,595 | - | 33,478 | 150 | 222,223 | 87,921 | 31,140 | 93,480 | - | 212,541 | 9,682 | (9,682) |
| Brock Place | 30 | 350,480 | - | 78,252 | 2,863 | 431,595 | 163,659 | 62,280 | 227,708 | - | 453,647 | (22,052) | 22,052 |
| Harbour Lane | 28 | 289,941 | - | 88,749 | 3,111 | 381,801 | 169,599 | 58,128 | 198,635 | - | 426,362 | (44,561) | 44,561 |
| Tillicum Station | 40 | 475,931 | - | 95,884 | 765 | 572,580 | 219,547 | 83,037 | 269,723 | - | 572,307 | 273 | (273) |
| | 154 | 1,732,777 | - | 470,834 | 8,026 | 2,211,637 | 1,127,357 | 319,701 | 821,204 | - | 2,268,262 | (56,625) | 56,625 |
| | 1,142 | 10,017,525 | - | 2,858,390 | 49,398 | 12,925,313 | 6,433,166 | 2,204,709 | 3,961,422 | - | 12,599,297 | 326,016 | (326,016) |

# B'&-4(+$5>*$%&$(49B'&-4(+,$.

01*$2&3&#*456&6%&'&()&* +,- ./.,

| | | Revenues | | | | | Expenditures and Interfund Transfers | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Number of units | Tenant rent contributions | BCHMC Rental Subsidy | BCHMC fixed funding | Other | Total | Operating costs | Transfer to Replacement Reserve | Debt charges | Other Interfund Transfers | Total | Surplus (Deficit) from operations after interfund transfers | Allocation from/(to) Portfolio Stabilization Reserves |
| **ILBC2 Agreement** | | | | | | | | | | | | | |
| Parry Place | 21 | 313,233 | 330,338 | - | 10,057 | 653,628 | 433,046 | 16,600 | 221,596 | - | 671,242 | (17,614) | 17,614 |
| **RHFP Agreement** | | | | | | | | | | | | | |
| Millstream Ridge | 132 | 2,116,189 | - | - | 40,440 | 2,156,629 | 595,356 | 114,048 | 1,599,670 | (70,000) | 2,239,074 | (82,445) | 82,445 |
| Spencer Close | 130 | 1,727,959 | - | - | 35,705 | 1,763,664 | 540,462 | 112,320 | 1,066,766 | (206,643) | 1,512,905 | 250,759 | (250,759) |
| West Park | 152 | 1,188,346 | - | - | 25,965 | 1,214,311 | 568,320 | 131,328 | 1,079,004 | (474,834) | 1,303,818 | (89,507) | 89,507 |
| Hockley House | 120 | 686,428 | - | - | 12,601 | 699,029 | 377,106 | 77,760 | 596,859 | (325,628) | 726,097 | (27,068) | 27,068 |
| | 534 | 5,718,922 | - | - | 114,711 | 5,833,633 | 2,081,244 | 435,456 | 4,342,299 | (1,077,105) | 5,781,894 | 51,739 | (51,739) |
| **IHI Agreement** | | | | | | | | | | | | | |
| Westview | 73 | 815,063 | - | - | 19,680 | 834,743 | 322,910 | 63,072 | 280,184 | - | 666,166 | 168,577 | (168,577) |
| **No Operating Agreement** | | | | | | | | | | | | | |
| Portage Place | 17 | 216,401 | - | - | 360 | 216,761 | 85,640 | 35,217 | - | - | 120,857 | 95,904 | (95,904) |
| Campus View Court | 12 | 164,263 | - | - | 1,440 | 165,703 | 66,188 | 24,859 | - | - | 91,047 | 74,656 | (74,656) |
| Royal Oak Square | 38 | 510,465 | - | - | 1,423 | 511,888 | 199,428 | 78,719 | 10,296 | - | 288,443 | 223,445 | (223,445) |
| Village on the Green | 38 | 447,806 | - | - | 3,153 | 450,959 | 175,717 | 78,719 | 130,262 | - | 384,698 | 66,261 | (66,261) |
| Vergo | 18 | 278,461 | - | - | - | 278,461 | 84,127 | 37,288 | 239,943 | - | 361,358 | (82,897) | 82,897 |
| | 123 | 1,617,396 | - | - | 6,376 | 1,623,772 | 611,100 | 254,802 | 380,501 | - | 1,246,403 | 377,369 | (377,369) |
| | 1,893 | $18,482,139 | $ 330,338 | $ 2,858,390 | $ 200,222 | $ 21,871,089 | $ 9,881,466 | $ 2,974,639 | $ 9,186,002 | $ (1,077,105) | $ 20,965,002 | $ 906,087 | $ (906,087) |

Appendix C




Hockley House

# Capital Region Housing Corporation

CRD | CRHC

## 2021 ANNUAL REPORT



Jeremy Loveday
Board Chair
Capital Region Housing Corporation

# Message from the Board Chair

I am pleased to provide this message for the Capital Region Housing Corporation (CRHC) Annual Report in my first year as Board Chair.

As the largest social housing provider in the capital region, the CRHC delivers affordable, inclusive, and sustainable housing. The CRHC works collaboratively with stakeholders, community partners and our tenants to build safe, vibrant, and accessible communities where our tenants can feel a sense of pride and belonging. At a time when our region is facing an acute housing crisis, the work of the CRHC is critically important.

In 2021, this was evidenced by the opening of 120 new homes at Hockley House in Langford and breaking ground on two new developments: 58 units at 2782 Spencer Road in Langford and 51 new units on Prosser Road in Central Saanich.

I would like to thank CRHC staff and Board for their important work throughout the pandemic and express gratitude to the members of the Tenant Advisory Committee for their leadership and dedication. I would like to also acknowledge and thank Mayor Lisa Helps from the City of Victoria who has served as Chair of the CRHC Board for the past four years. I have witnessed her creative and courageous leadership in action, and I look forward to continuing the work of urgently and collaboratively addressing the housing crisis.





Robert Lapham

Chief Administrative Officer
Capital Regional District
Capital Region Housing Corporation
Capital Regional Hospital District

# Message from the Chief Administrative Officer

Reviewing the accomplishments of the CRHC in 2021 amid the complexities of a global pandemic is a time to express deep appreciation to staff and all of our partners. The CRHC has remained nimble and continued to advance our many construction projects and work on new development proposals, while continuing to be attentive to our ongoing operational requirements.

As the largest social housing provider in the capital region, we have a responsibility to ensure that our tenant population's needs are met in a safe and timely way. Staff and management were able continue to advance the RHFP with our partners, including a significant expansion to our own portfolio.

As of 2021, the CRHC owns and operates a total of 1,893 units with a further 109 units under construction and 661 in pre-construction and development. The heart of this activity is providing the region's citizens with necessary affordable housing in the capital region. My thanks to all for your continued efforts.





Staff and Tenants at Castenea

# Connection and Reliability for Tenants

When the COVID 19 global pandemic broke in 2020, CRHC staff and management's ultimate task was to ensure our key focus remained delivering services safely, and 2021 brought more of the same challenges.

Our staff consistently continued to apply and follow safety standards and protocols in CRHC buildings and when meeting with tenants. All this while renting up a new 120 unit building in Langford, as the pandemic did not soften the critical need for quality, affordable homes in the region.

We have seen the crucial and dedicated work the management and staff of the CRHC bring to the fulfillment of their roles each and every day, and not only do we have gratitude for the level of professionalism they display, but for their optimism and courage in the face of uncertainty. They were able to elevate their own high standards to ensure the sense of community was alive and well across the nearly 1,900 homes they are responsible for in seven municipalities.

CRHC's tenants and staff have been through unprecedented times, but consistency, reliability and caring have punctuated these times to ensure that engagement remained ongoing, relevant and thorough especially when dealing with often delicate situations.

We look forward with hope that 2022, and the opportunity it brings, continues CRHC's commitment and vision to deliver even more quality homes our community needs and deserves.

**Kevin Lorette,** General Manager, Planning and Protective Services
**Don Elliott,** Senior Manager, Regional Housing

# CRHC Vision

As leaders in non-profit housing in the capital region, the CRHC delivers affordable, attractive, inclusive, sustainable housing.

# CRHC Mission

The CRHC's mission is to develop and manage affordable housing within the capital region for low to moderate income households.

COMPLETED



## HOCKLEY HOUSE — *completed*

Hockley House is the fourth building to open under the RHFP, and the third in Langford within a year following the opening of 130 homes at Spencer Close and 132 homes at Millstream Ridge.

Located in the heart of downtown Langford, at Peatt Road and Hockley Avenue, Hockley House is a six storey, 120-unit building offering a mix of studios, 1 and 2 bedroom apartment homes.

The property includes 12 accessible units and is managed by the CRHC.

UNDER DEVELOPMENT



## PANDORA — *under development*

Pandora is a unique collaboration between the City of Victoria, the Province through BC Housing, and the CRHC to build 220 new, non-market rental homes and create a new community centre, with a gym and child care spaces, on city-owned land in the 900 block of Pandora Avenue.



## 2782 SPENCER — *under development*

Located in Langford, 2782 Spencer Road is an affordable housing building operated by the CRHC. Its 58 units will include studio, 1 bedroom, 1 bedroom and den, and two bedroom units for low to moderate income seniors, individuals and families, including those with disabilities.



## PROSSER — *under development*

Located in Central Saanich, Prosser is the fifth building to be constructed under the RHFP. It is a 51-unit affordable housing building operated by the CRHC. It will include 41 units for tenants with low to moderate incomes, and 10 units will be rented at provincial income assistance rates.



## MICHIGAN SQUARE — *under development*

Located in Victoria's James Bay neighbourhood, Michigan Square is a redevelopment project which will replace the existing three apartment buildings on Michigan Street with two, 4-storey apartment buildings to provide 97 units.



## CALEDONIA — *under development*

Located in Victoria's Fernwood neighbourhood, Caledonia is a redevelopment project which will feature 158 affordable rental housing units within 2 apartment and 3 townhouse buildings. It will continue to be managed by the CRHC.

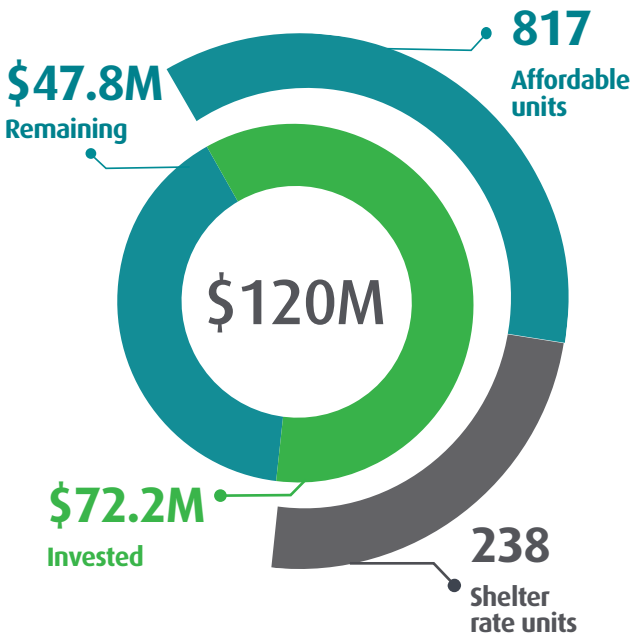
# Regional Housing First Program (RHFP)

The RHFP is an equal partnership agreement between the Capital Regional District (CRD), the Government of BC through BC Housing, and the Government of Canada through Canada Mortgage and Housing Corporation (CMHC).

The equal partnership has seen a direct investment of $120 million (M) to create up to 2,000 units of affordable housing as part of the $600 million program, including up to 400 units renting at the provincial income assistance rate to address the needs of people experiencing homelessness on southern Vancouver Island and the Gulf Islands.

The RHFP currently includes 10 projects, which have created, or are in the process of creating, 1,055 units of affordable housing in six municipalities from Sooke to Salt Spring Island. In 2021, the CRHC opened Hockley House delivering 120 units of mixed-market housing in downtown Langford bringing the total number of completed units under the RHFP to 475.

## RHFP Units




## CRHC Overview

### Properties

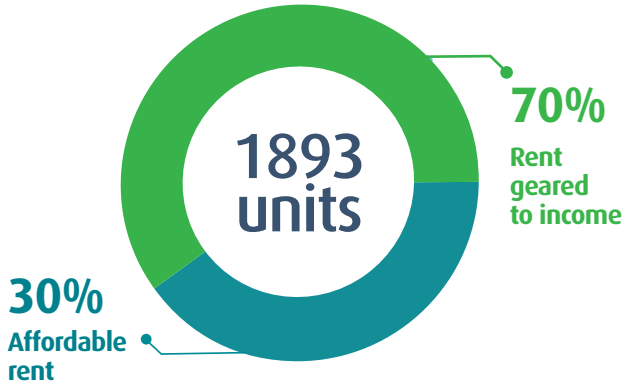
**7**
Municipalities

**50**
Complexes

**$561M**
Insured Value

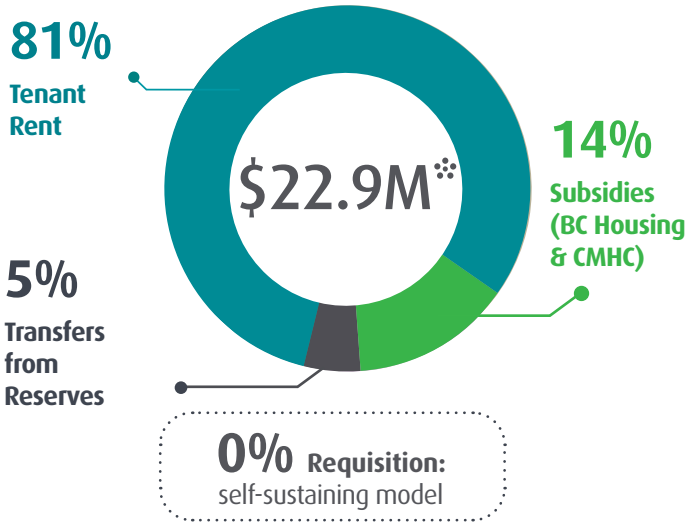
**1893**
Units

## CRHC Rental Rates



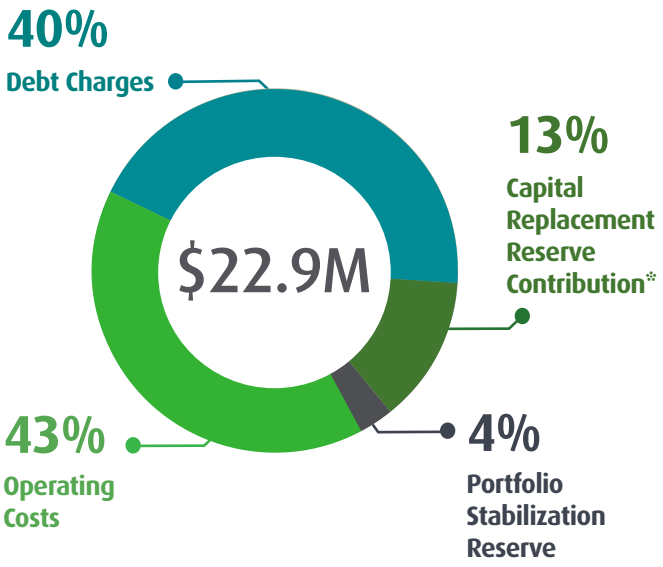
# Financial Highlights

## Operating Income

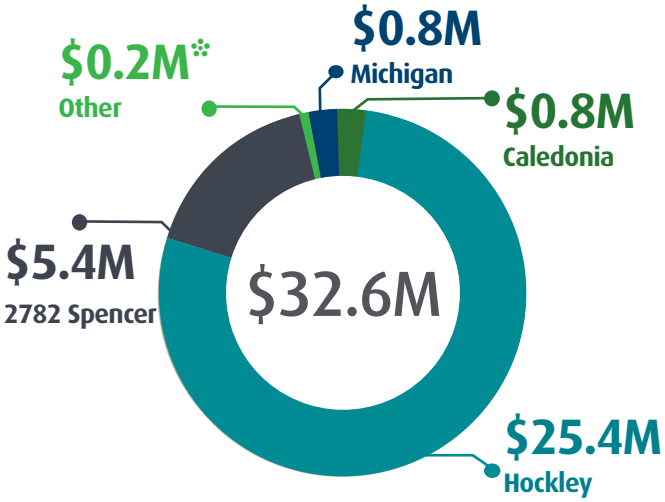



*Based on 2021 Audited Financial Statements. Includes transfers from Corporate Stabalization Reserve and capital project surpluses.

## Operating Expenses




## Capital Projects




*Includes pre-development and post-construction costs

## Routine Capital Improvements



$2.2M

*Routine capital improvements are investments made to replace building components and appliances and may include such items as roof repair, siding replacement, access and egress improvements, paint, windows and units specific appliance repair/replacement.


Warren Irvine

# Tenant Profile - Warren Irvine

If you live within three blocks of Warren Irvine, chances are you have seen him around helping out around his apartment building or one of the local businesses. Capital Region Housing Corporation (CRHC) Caretaker Barry Cathers says, Warren has a "presence" in the building.

"He's always around and always willing to go above and beyond for his neighbours and his community—even though it's not expected," he says. "Whenever Warren sees somebody that needs help he's right there. To know there's people that are community-minded and willing to help out—it's inspiring."

Other tenants see the contributions Warren makes to the community and appreciate what he does. He can often be found spending a little extra time cleaning up a spill or a mess left behind, keeping the property clean, clear, and inviting. While he knows others appreciate the effort, if you ask Warren, he doesn't do it for the acknowledgment, he simply just "likes to keep things clean." He attributes much of his work ethic to his time working on a farm in Ontario as a young man, and his 20-year plus career as a miner.

"There was no time to sit still, you worked until the job was done," he says.

It was that kind of persistence that was key in finally getting the call for housing after waiting on the BC Housing Registry for 14 years. While he had maintained a small 8' x 10' studio unit in Victoria for 25 years, he needed the "stability and peace of mind" affordable housing offers. When he finally saw his new home, Warren remembers it was "like looking at heaven."

"To me, where I live is like a mansion," he says.

# Tenant Advisory Committee

The Tenant Advisory Committee (TAC) reports through the CRD's Hospitals and Housing Committee to advise the CRHC Board of Directors on tenant policies and programs and may include up to eight tenant representatives. The purpose of the TAC is to promote effective communication, engagement and collaboration between the CRHC and its tenants, and provide information and advice regarding tenant-related policies and programs to support healthier and more livable communities.

631 Fisgard Street
Victoria, BC V8W 2S6
250.388.6422

www.crd.bc.ca/housing
Twitter: @crd_bc
Facebook: Capital Regional District

Making a difference...together

**REPORT TO ELECTORAL AREAS COMMITTEE**
**MEETING OF WEDNESDAY, MAY 11, 2022**

---

**SUBJECT** **SGI and JDF Local Service Committee/Commission Bylaw Amendments – Annual General Meeting and Appointments**

## ISSUE SUMMARY

To amend the Juan de Fuca and Southern Gulf Islands Electoral Areas water, sewer and utility local service bylaws to remove the requirement for annual general meetings, set out a consistent and transparent process to nominate and appoint committee members and commissioners, and to align budget approval timing with Finance Department direction.

## BACKGROUND

The Southern Gulf Islands and the Juan de Fuca Electoral Areas have a large number of local water, sewer, and utility commissions and committees (Commissions). Currently, to fill membership vacancies, these bylaws require an Annual General Meeting (AGM) for the purpose of soliciting nominations or conducting an election. At such a meeting, no other business is conducted or permitted, and this process is not legislated or required by the *Local Government Act* or the *Community Charter*.

Historically, public attendance is low and it is difficult to fill vacancies through the current process due to the level of participation, partly due to absentee owners in some areas. Further, there is no way to verify how a nominee is associated with the service during the AGM process. The costs associated with holding AGM's have not been considered an effective use of service area funds, given the other budget priorities in the local services.

In lieu of holding AGMs, it is proposed that vacancies be advertised or posted locally for at least thirty days (30), with nominations or expressions of interest accepted by Capital Regional District (CRD) staff similar to other appointment processes. Once nominations close, the Electoral Area Director may review submissions, at their option, with the relevant Commission and will provide an appointment recommendation to the CRD Board. This process will occur between September and December of each year a term expires. Potential commissioners remains those individuals who own property or reside in the service area, subject to alternative wording in the Commission bylaw.

Relating to annual presentations of information, this is not done at an AGM. Annual operating and capital information reports will continue to be provided by Integrated Water Services staff at an open Commission meeting each year and annual water quality reports are published on the CRD website each spring, in accordance with the *Drinking Water Protection Act* (BC) and Island Health requirements.

The services associated with the Juan de Fuca and Southern Gulf Islands water and sewer committees/commissions and the current establishing bylaws are noted below.

**Juan de Fuca**

- Port Renfrew Utility Services Committee, Bylaw No. 3281
- Wilderness Mountain Water Service Commission, Bylaw No. 3511

**Southern Gulf Islands**

- Lyall Harbour/Boot Cover Water Local Services Committee, Bylaw No. 1875
- Magic Lake Estates Water and Sewer Committee, Bylaw No. 2339
- Skana Water Service Committee, Bylaw No. 3133
- Sticks Allison Water Local Service Committee, Bylaw No. 2558
- Surfside Park Estates Water Service Committee, Bylaw No. 3131

For clarity, this report and the proposed recommendations within it do not affect local services on Salt Spring Island. Similar amendments may be recommended for the Salt Spring Island Water and Sewer Committee/Commission bylaws in the future.

Other changes relate to standardizing these bylaws, including:

- Appointments are recommended to commence on January 1 of the upcoming year, or for mid-term vacancies, on the date of appointment, and run for a two year period or the balance of the term, as applicable.
- Additional language is added to answer common questions relating to the scope of authority held by administrative committees/commissions, including clarification that commissioners for local service committees do not engage in hands-on work or become involved in individual purchases or contracting, and that these services are provided by CRD staff or contractors and delegated under other instruments.
- Aligning the committee recommendation of the 5-year operating and capital budget for service with the District budget timetable.

## ALTERNATIVES

*Alternative 1*

That the Electoral Areas Committee recommend to the Capital Regional District Board:

1) That Bylaw No. 4446 cited as, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
2) That Bylaw No. 4446 be adopted.

3) That Bylaw No. 4447 cited as, “Magic Lake Estates Water and Sewer Committee Bylaw 1995, Amendment Bylaw No. 1, 2022”, be introduced and read a first, second, and third time.
4) That Bylaw No. 4447 be adopted.

5) That Bylaw No. 4448 cited as, “Sticks Allison Water Local Service Committee Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2022”, be introduced and read a first, second, and third time.
6) That Bylaw No. 4448 be adopted.

7) That Bylaw No. 4449 cited as, “Surfside Park Estates Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022”, be introduced and read a first, second, and third time.
8) That Bylaw No. 4449 be adopted.

9) That Bylaw No. 4450 cited as, "Skana Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
10) That Bylaw No. 4450 be adopted.

11) That Bylaw No. 4451 cited as, "Port Renfrew Utility Services Committee Bylaw No. 1, 2005, Amendment Bylaw No. 4, 2022", be introduced and read a first, second, and third time.
12) That Bylaw No. 4451 be adopted.

13) That Bylaw No. 4452 cited as, "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
14) That Bylaw No. 4452 be adopted.

*Alternative 2*
That this report be referred back to staff for additional information.

## IMPLICATIONS

*Service Delivery Implications*
While service delivery will not change, it is anticipated that elimination of the local service AGM requirement will save the services in administrative costs. Given that, since March 2020, local service AGMs have not been held, the proposed amendments will be continuing the current status quo for appointments.

*Alignment with Existing Plans & Strategies*
Many other committees and commissions use a direct nomination and appointment strategy. AGMs are not required for local services nor do they currently serve a purpose for water local services, given information is shared at public meetings and legislated to be disclosed. Nominations can be obtained by individual property owners and residents expressing interest, and on being reviewed by the Electoral Area Director and the committee/commission if required.

Inclusion of language clarifying a commission's role will provide new commissioners with further guidance, in addition to existing commission materials, explaining their role. While certain commissions, such as electoral area parks commissions, also rely on commissioners taking on a volunteer role, local service commissions act as the directing mind for a service, but do not engage directly in purchasing, contracting, or hands-on work.

*Financial Implications*
It is expected that an earlier budget submission deadline will lead to consistent submission of budgets for these local services early, on a timeline that will better work for the Finance Department, and ensure appropriate inclusion of these budgets into the CRD's provisional budget each January.

## CONCLUSION

The Southern Gulf Islands (SGI) and the Juan de Fuca (JDF) Electoral Areas have a number of local water, sewer and utility commissions and committees which require an Annual General Meeting (AGM) for the purpose of soliciting and accepting nominations or conducting an election from those individuals who own property or reside within the local service area, in order to fill

committee/commission membership vacancies. It is recommended that in lieu of having an AGM, the SGI and JDF Electoral Area Directors provide an appointment recommendation. Minor changes to provide clarity around a delegated commission and to allow the Chief Financial Officer to direct budget submission dates are also proposed.

## RECOMMENDATION

That the Electoral Areas Committee recommend to the Capital Regional District Board:

1) That Bylaw No. 4446 cited as, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
2) That Bylaw No. 4446 be adopted.

3) That Bylaw No. 4447 cited as, "Magic Lake Estates Water and Sewer Committee Bylaw 1995, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
4) That Bylaw No. 4447 be adopted.

5) That Bylaw No. 4448 cited as, "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
6) That Bylaw No. 4448 be adopted.

7) That Bylaw No. 4449 cited as, "Surfside Park Estates Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
8) That Bylaw No. 4449 be adopted.

9) That Bylaw No. 4450 cited as, "Skana Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
10) That Bylaw No. 4450 be adopted.

11) That Bylaw No. 4451 cited as, "Port Renfrew Utility Services Committee Bylaw No. 1, 2005, Amendment Bylaw No. 4, 2022", be introduced and read a first, second, and third time.
12) That Bylaw No. 4451 be adopted.

13) That Bylaw No. 4452 cited as, "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008, Amendment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
14) That Bylaw No. 4452 be adopted.

| | |
|---|---|
| Submitted by: | Ted Robbins, B.Sc., C.Tech., General Manager, Integrated Water Services |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

## ATTACHMENTS

Appendix A: Bylaw No. 4446, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 1, 2022"

Appendix B: Bylaw No. 4446 Unofficial Redlined Consolidation

Appendix C: Bylaw No. 4447, “Magic Lake Estates Water and Sewer Committee Bylaw 1995, Amendment Bylaw No. 1, 2022”

Appendix D: Bylaw No. 4447 Unofficial Redlined Consolidation

Appendix E: Bylaw No. 4448, “Sticks Allison Water Local Service Committee Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2022”

Appendix F: Bylaw No. 4448 Unofficial Redlined Consolidation

Appendix G: Bylaw No. 4449, “Surfside Park Estates Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022”

Appendix H: Bylaw No 4449 Unofficial Redlined Consolidation

Appendix I: Bylaw No. 4450, “Skana Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022”

Appendix J: Bylaw No. 4450 Unofficial Redlined Consolidation

Appendix K: Bylaw No. 4451, “Port Renfrew Utility Services Committee Bylaw No. 1, 2005, Amendment Bylaw No. 4, 2022”

Appendix L: Bylaw No. 4451 Unofficial Redlined Consolidation

Appendix M: Bylaw No. 4452, “Wilderness Mountain Water Service Commission Bylaw No. 1, 2008, Amendment Bylaw No. 1, 2022”

Appendix N: Bylaw No. 4452 Unofficial Redlined Consolidation

**APPENDIX A**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4446**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE LYALL HARBOUR/BOOT COVE WATER LOCAL SERVICE COMMITTEE (BYLAW NO. 1875)**

**********

**WHEREAS:**

A. Under Bylaw No. 1875, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the committee by the Board;

B. Bylaw No. 2920, "Lyall Harbour/Boot Cove Water Service Establishment Bylaw No. 1, 2001", has replaced Bylaw No. 513, "Saturna Island Water Supply and Distribution System Specified Area Establishment and Loan Authorization By-law No. 1, 1978";

C. The Board wishes to amend Bylaw No. 1875 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service committees;

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

1. Bylaw No. 1875, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990" is hereby amended as follows:
    (a) Replacing references to Bylaw No. 513 with Bylaw No. 2920;

    (b) Replacing section 2 in its entirety with the following:

        2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

        (b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

        (c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

        (d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

        (e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

(c) By replacing section 3 with the following:

> 3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

(d) By replacing section 8 with the following:

> 8. The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 2920. The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.

(e) By replacing section 10 in its entirety with the following:

> 10. Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

2. This bylaw may be cited for all purposes as "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 1, 2022".

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

CHAIR

CORPORATE OFFICER

**APPENDIX B**

Making a difference...together

# BYLAW NO. 1875

# LYALL HARBOUR/BOOT COVE WATER LOCAL SERVICES COMMITTEE BYLAW, 1990

## Consolidated for Public Convenience

**(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED DECEMBER 12, 1990
(Consolidated with Amending Bylaw 4446)

For reference to original bylaws or further details, please contact the Capital Regional District, Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 1875**

**********

**A BYLAW FOR THE ESTABLISHMENT OF THE LYALL HARBOUR/BOOT COVE WATER LOCAL SERVICES COMMITTEE**

**********

**WHEREAS:**

The Regional Board of the Capital Regional District has the authority to establish a committee, as a standing committee of the Board, to which it may delegate any or all of the administrative powers of the Regional Board by bylaw adopted by at least two thirds of the votes cast.

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

1. (a) A standing committee to be known as the Lyall Harbour/Boot Cove Water Local Services Committee" is hereby established and shall consist of the Director representing the Electoral Area of the Outer Gulf Islands plus four other persons to be appointed by resolution by the Regional Board, plus the current holder or representative of the holder of Conditional Water License No. 26480.

(b) Of the four persons to be appointed by the Regional Board, all shall be owners or residents of the area as defined in Schedule "A" annexed to ~~Bylaw~~ Bylaw No. ~~513~~ 2920 and they, as well as the holder of Conditional Water License No. 26480, shall each have one vote on all matters coming before the Committee.

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration. ~~2. (a) The terms of office of Committee members, other than the Electoral Area Director, shall be for a two~~

**Formatted:** Font: Arial, 10 pt

**Formatted:** Plain Text, Indent: Left: 0", Hanging: 0.5", Add space between paragraphs of the same style

**Formatted:** Font: Arial, 10 pt

**Formatted:** Font: 10 pt

year period, ending December 31 in the second year of appointment. The initial appointment of two members will be for one year, ending December 31 in the first year. (Bylaw 4446)

(b) By November 1 of each year for terms ending in that calendar year or as needed to fill vacant positions, the Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence on January 1 of the upcoming calendar year, or for vacancies, on the date of appointment. (Bylaw 4446)

(c) The maximum consecutive terms, other than for the Electoral Area Director, shall be three, for a maximum of six years as a Committee member. At the request of the Electoral Area Director, under unique circumstances, the Regional Board may extend the aforementioned maximum consecutive terms. After a one-year vacancy, a Committee member is eligible for reappointment.

***(Bylaw 4446)***

(a) The terms of office of those members of the Committee, other than the Director representing the Electoral Area of the Outer Gulf Islands, shall be for a two year period, except that the initial appointment of two will be for 1 year.

(b) The Committee shall hold an Annual General Meeting on or before the last day of November in each year to which the resident electors of the Local Service Area shall be invited to attend by written notice sent by ordinary mail at least on month prior to the date of the Annual General Meeting.

(c) The Committee shall accept nominations for the members of the Committee to be appointed effective the following January 1st, from the resident electors present at the Annual General Meeting, and if more nominations are received that there are positions to fill, the Committee shall poll the resident electors present at the meeting.

(d) The name of the persons nominated or the results of the poll under subsection (c) shall be forwarded forthwith after the Annual General Meeting to the Regional Board Secretary, and in any event, before the date when the agendas for the first meeting of the Regional Board in December of that year is distributed to the Regional Directors.

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. The Regional Board shall immediately, upon enactment of this bylaw, appoint persons to act as members of the Committee as provided above. Such appointments to be effective the first day of January 1991, and before the first of January every year thereafter appoint or re-appoint members to the Committee to fill the term of office of those members whose terms expire as of December 31 in each year. The term of office for all appointments after the initial appointment shall be as set out in section 2.

***(Bylaw 4446)*** the term of office of those members whose terms expire as of the first of January in each year. The term of office for all appointments after the initial appointment shall be for a two year period commencing the first day of January following each such appointment or until their successors are appointed.

4. In the event of death, resignation, or disqualification of a member of the Committee, the Regional Board shall appoint a successor for the remainder of the term. The holder of the Conditional Water License shall be a continuous member of the Committee.

5. The Committee shall, each year, elect a Chairperson from amongst its members.

6. A quorum of the Committee is a majority of all members.

7. Rules of Procedure for the Committee shall not be inconsistent with the procedures governing the Regional Board.

8. The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 2920. The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.~~The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 513 and, without limiting the generality of the foregoing, the Committee shall establish policies governing the provision and operation of the service including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board. The operational functions of the local service shall be performed by the staff of the Regional District.~~

9. Notwithstanding the provisions of Clause 8, of this Bylaw, the Regional Board retains the right of approval of operational rules, procedures, and policies and the levels of taxes, fees and other charges to be established by Bylaw of the Regional Board.

10. Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.
***(Bylaw 4446)***
~~Upon its establishment, and on or before December of each year, the Committee shall approve an annual budget for the services provided in the local service area which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Treasurer of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.~~

11. No expenditures, other than those provided for in the approved budgets of the Committee as included in the approved budget of the Regional Board, shall be made by the Committee.

12. Any facilities or equipment acquired by the Committee in their administrative capacity shall be acquired in the name of the Regional District, shall be the property of the Regional District and shall not be disposed of without the approval of the Chief Engineer of the Regional District.

13. This Bylaw may be cited as the "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990".

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 28th | DAY OF | November | 2001 |
| READ A SECOND TIME THIS | 28th | DAY OF | November | 2001 |
| READ A THIRD TIME THIS | 28th | DAY OF | November | 2001 |

ADOPTED THIS 9th DAY OF January 2001

_____ _____

CHAIR CORPORATE OFFICER

**APPENDIX C**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4447**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE MAGIC LAKE ESTATES WATER AND SEWER COMMITTEE (BYLAW NO. 2339)**

**********

**WHEREAS:**

A. Under Bylaw No. 2339, "Magic Lake Estates Water and Sewer Committee Bylaw 1995", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the committee by the Board;

B. The Board wishes to amend Bylaw No. 2339 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service committees;

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

1. Bylaw No. 2339, "Magic Lake Estates Water and Sewer Committee Bylaw 1995" is hereby amended as follows:

(a) Replacing section 2 in its entirety with the following:

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

(b) By replacing section 3 with the following:

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

(c) By replacing section 8 with the following:

8. The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaws No. 1873 and 1874. The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.

(d) By replacing section 10 in its entirety with the following:

10. Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

2. This bylaw may be cited for all purposes as "Magic Lake Estates Water and Sewer Committee Bylaw 1995, Amendment Bylaw No. 1, 2022".

| | | | |
|---|---|---|---|
| READ A FIRST TIME THIS | th | day of | 202_ |
| READ A SECOND TIME THIS | th | day of | 202_ |
| READ A THIRD TIME THIS | th | day of | 202_ |
| ADOPTED THIS | th | day of | 202_ |

CHAIR

CORPORATE OFFICER

**APPENDIX D**

Making a difference...together

# BYLAW NO. 2339

# MAGIC LAKE ESTATES WATER AND SEWER COMMITTEE BYLAW, 1995

## Consolidated for Public Convenience

**(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED OCTOBER 25, 1995
(Consolidated with Amending Bylaw 4447)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. ~~XXXX~~2339**

**********

**MAGIC LAKE ESTATES WATER AND SEWER COMMITTEE BYLAW**

**********

**WHEREAS:**

The Regional Board of the Capital Regional District has the authority to establish a committee, as a standing committee of the Board, to which it may delegate any or all of the administrative powers of the Regional Board by bylaw adopted by at least two thirds of the votes cast.

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

1. (a) A standing committee to be known as the "Magic Lake Estates Water and Sewer Committee" is hereby established and shall consist of the Director representing the Electoral Area of the Outer Gulf Islands plus six other persons to be appointed by resolution by the Regional Board. Each person shall have one vote on matters relating to the establishment and operation of the water system as provided for in Bylaw No. 1874. However, only each person resident or owning property within the sewer local service area plus the Director from the Outer Gulf Islands shall have a vote on matters relating to the establishment and operation of the sewer system as provided for in Bylaw No. 1873.

   (b) Of the six persons to be appointed by the Regional Board, three shall be residents or property owners of the Magic Lake Estates Water Local Service Area, and three shall be residents or property owners of the Magic Lake Estates Sewer Local Service Area.

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

   (b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

   (c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

   (d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

   (e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

   (f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

**Formatted:** Font: 10 pt
**Formatted:** Indent: Left: 0", Hanging: 0.5"
**Formatted:** Indent: Left: 0.5", First line: 0"
**Formatted:** Indent: Left: 0.5"
**Formatted:** Indent: Left: 0.5", First line: 0"
**Formatted:** Indent: Left: 0.5"
**Formatted:** Indent: Left: 0.5", First line: 0"
**Formatted:** Indent: Left: 0.5"
**Formatted:** Indent: Left: 0.5", First line: 0"
**Formatted:** Indent: Left: 0.5"

(g) Qualified persons serving as committee members serve without remuneration.~~(a) The terms of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. The initial appointment of two members will be for one year, ending December 31 in the first year. (Bylaw 4447)~~

~~(b) By November 1 of each year for terms ending in that calendar year or as needed to fill vacant positions, the Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence on January 1 of the upcoming calendar year, or for vacancies, on the date of appointment. (Bylaw 4447)~~

~~(c) The maximum consecutive terms, other than for the Electoral Area Director, shall be three, for a maximum of six years as a Committee member. At the request of the Electoral Area Director, under unique circumstances, the Regional Board may extend the aforementioned maximum consecutive terms. After a one year vacancy, a Committee member is eligible for reappointment.~~

***(Bylaw 4447)***

~~(a) The term of office of those members of the committee, other than the Director representing the Electoral Area of the Outer Gulf Islands shall be for a two year period except that in the initial appointment, three will be for one year.~~

~~(b) The committee shall hold an Annual General meeting on or before the last day of September in each year to which the residents or property owners of the Local Service Area shall be invited to attend by written notice at least one month prior to the date of the Annual General meeting.~~

~~(c) The committee shall accept nominations for the members of the committee to be appointed effective the following November 1. from the residents or property owners present at the Annual General meeting and if more nominations are received than there are positions to fill, the committee shall poll the residents or property owners present at the meeting.~~

~~(d) The names of the persons nominated or the results of the poll under subsection (3) shall be forwarded forthwith after the Annual General meeting to the Regional Board secretary and, in any event, before the date when the agendas for the first meeting of the Regional Board in November of that year is distributed to the Regional Directors.~~

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.~~The Regional Board shall immediately, upon enactment of this bylaw, appoint persons to act as members of the committee as provided above. Such appointments to be effective the first day of November~~ ~~The term of office for all appointments after the initial appointment shall be as set out in section 2.~~

***(Bylaw 4447)*** ~~and before the first of November every year thereafter appoint or re-appoint members to the committee to fill the term of office of those members whose terms expire as of the first day of November each year.~~

4. In the event of death resignation, or disqualification of a member of the committee, the Regional Board shall appoint a successor for the remainder of the term.

5. The committee shall, at its first meeting in each year, elect a Chairperson from amongst its members.

6. A quorum of the committee is a majority of all members.

**Formatted:** Normal, Indent: Left: 0.5", Hanging: 0.25", Don't add space between paragraphs of the same style, Tab stops: Not at 0.75" + 0.88"

**Formatted:** Font: Not Bold, Not Italic

**Formatted:** Font: Not Bold, Not Italic

**Formatted:** Right

7. The rules of procedure which govern the Regional Board shall apply to the committee where applicable.

8. The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaws No. 1873 and 1874. The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.

~~***(Bylaw 4447)*** The Regional Board hereby delegates to the committee all of the administrative powers of the Regional Board with respect to the provision of the local services as authorized by Bylaws No. 1873 and 1874, and without limiting the generality of the foregoing, the committee shall establish policies governing the provision and operation of the services including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board. The operational functions of the local service shall be performed by the staff of the Regional District.~~

**Formatted:** Right

9. Notwithstanding the provisions of Clause 8, of this bylaw, the Regional Board retains the right of approval of operational rules, procedures, and policies and the levels of taxes, fees and other charges to be established by bylaw of the Regional Board.

10. Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan. ~~Upon its establishment, and in November of each year, the committee shall approve an annual budget for the services provided in the local service areas which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Treasurer of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.~~

***(Bylaw 4447)***

**Formatted:** Right

11. No expenditures, other than those provided for in the approved budgets of the committee as included in the approved budget of the Regional Board, shall be made by the committee.

12. Any facilities or equipment acquired by the committee in their administrative capacity shall be acquired in the name of the Regional District, shall be the property of the Regional District and shall not be disposed of without the approval of the Board of the Regional District.

13. Bylaw No. 2247, being the Magic Lake Estates Water and Sewer Committee bylaw is hereby repealed.

14. This Bylaw may be cited as the "Magic Lake Estates Water and Sewer Committee Bylaw, 1995".

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 25th | DAY OF | October | 1995 |
| READ A SECOND TIME THIS | 25th | DAY OF | October | 1995 |

| | | | | |
|---|---|---|---|---|
| READ A THIRD TIME THIS | 25th | DAY OF | October | 1995 |
| ADOPTED THIS | 25th | DAY OF | October | 1995 |

_____ _____

CHAIR CORPORATE OFFICER

**APPENDIX E**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4448**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE STICKS ALLISON WATER LOCAL SERVICE COMMITTEE (BYLAW NO. 2558)**

**********

**WHEREAS:**

A. Under Bylaw No. 2558, "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the committee by the Board;

B. The Board wishes to amend Bylaw No. 2558 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service committees;

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

1. Bylaw No. 2558, "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998" is hereby amended as follows:

(a) Replacing section 2 in its entirety with the following:

Nominations and Appointment

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

(b) Replacing section 3 in its entirety with the following:

Term of Office

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

(c) Deleting section 4 and renumbering following sections;

(d) Replacing section 5(a) with the following:

5(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1, 1997". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.

(e) In section 6, Board Powers, replacing the reference to "section 6" with "section 5";

(f) Replacing section 7(a) in its entirety with the following:

7(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

2. This bylaw may be cited for all purposes as "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2022".

| | | | |
|---|---|---|---|
| READ A FIRST TIME THIS | th | day of | 202_ |
| READ A SECOND TIME THIS | th | day of | 202_ |
| READ A THIRD TIME THIS | th | day of | 202_ |
| ADOPTED THIS | th | day of | 202_ |

CHAIR

CORPORATE OFFICER

**APPENDIX F**

Making a difference...together

# BYLAW NO. 2558

# STICKS ALLISON WATER LOCAL SERVICE COMMITTEE BYLAW No. 1, 1998

## Consolidated for Public Convenience

**(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED JANUARY 28, 1998
(Consolidated with Amending Bylaw 4448)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 2558**

**********

**A BYLAW FOR THE ESTABLISHMENT OF THE STICKS ALLISON LOCAL SERVICE COMMITTEE**

**********

**WHEREAS** the Chair of the Capital Regional District has the authority to establish a Committee, as a standing Committee of the Board, being Section 795 of the Municipal Act, to which the Regional Board may delegate any or all of the administrative powers of the Regional Board by bylaw adopted by at least two thirds of the votes cast.

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

1. Establishment of Committee

(a) A standing Committee to be known as the "Sticks Allison Water Local Service Committee" (the "Committee") established by the Regional Board through the Chair of the Regional Board shall consist of the Director representing the Electoral Area of Outer Gulf Islands plus four other persons to be appointed by the Chair on resolution by the Regional Board.

(b) A member appointed by the Regional Board through the Chair of the Regional Board under paragraph (a) must be an owner of real property within the Sticks Allison Water Local Service Area.

(c) Each member of the Committee shall have one vote on matters relating to the management and operation of the water system as provided for in Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1,1997".

2. ~~Term of Office~~Nominations and Appointment

(a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

**Formatted:** Plain Text, Indent: Left: 0", Hanging: 0.5", Add space between paragraphs of the same style, Tab stops: 0.88", Left

**Formatted:** Indent: Left: 0.5"

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

Formatted: Indent: Left: 0.5"

Formatted: Right

~~The terms of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. To maintain staggered terms, two positions shall have two-year terms ending in odd years, while two positions shall have two year terms ending in even years. (Bylaw 4448)~~

~~Subject to subsection 4(a), the term of office for a member of the Committee, other than the Director representing the Electoral Area of the Outer Gulf Islands, shall be for a two year period except that of the initial appointees, two shall hold office from the date of appointment until the 31st of October 1998 and two shall hold office from the date of appointment until the 31st of October 1999.~~

3. ~~Nominations~~~~Appointment~~Term of Office

The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. ~~By November 1 of each year for terms ending in that calendar year or as needed to fill vacant positions, the Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence on January 1 of the upcoming calendar year, or for vacancies, on the date of appointment~~

~~(~~*~~Bylaw 4448~~*~~)~~

~~(a) The Committee shall hold an Annual General Meeting on or before the last day of September in each year to which the owners of real property in the Local Service Area shall be invited to attend by written notice distributed at least 30 days prior to the date of the Annual General Meeting.~~

~~(b) The Committee must accept nominations for the members of the Committee to be appointed effective the following 1st of November from the owners of real property of the Local Service Area present at the Annual General Meeting, and if more nominations are received than there are positions to fill, the Committee must poll the owners of real property present at the meeting.~~

~~(c) The names of the persons nominated or the results of the poll under subsection (b) must be forwarded immediately after the Annual General Meeting to the Secretary of the Regional District and in any event, before the date when the agenda for the first meeting of the Regional Board in November of that year is distributed to the Regional Directors.~~4. ~~Appointment~~Term

~~4.~~4. ~~Appointment~~

~~(a) The maximum consecutive terms, other than for the Electoral Area Director, shall be three, for a maximum of six years as a Committee member. At the request of the Electoral Area Director, under unique circumstances, the Regional Board may extend the maximum consecutive terms. After a one-year vacancy, a Committee member is eligible for reappointment. (Bylaw 4448)~~

~~(b) In the event of death, resignation, or disqualification of a member of the Committee, the Regional Board shall appoint a successor for the reminder of the term. (Bylaw 4448)~~
~~(a) The Regional Board through the Chair of the Regional Board shall immediately upon enactment of this bylaw appoint persons to act as members of the Committee. The interim appointments are not required to be nominated at an Annual General Meeting.~~

~~(b) Before the 1st of November every year the Regional Board through the Chair of the Regional Board shall appoint or re-appoint members to the Committee to fill the term of office of the member whose terms expires as of the 31st of October in each year. The term of office for all appointments after the initial appointment will be for a two year period commencing the first day of November following each such appointment or until their successors are appointed.~~

~~(c) In the event of death, resignation, ordisqualification of a member of the Committee, the Regional Board shall appoint a successor for the remainder of the term.~~

~~6~~5. Committee Procedure

(a) The Committee must, at its first meeting in each year, elect a Chair from among its members.

(b) A quorum of the Committee is a majority of all members.

(c) Rules of Procedure which govern the Regional Board apply to the Committee where applicable.

~~6~~5. Delegation

~~(a)~~(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1, 1997". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.~~The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the Local Service established by Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1, 1997".~~

(b) Without limiting the generality of paragraph (a), the Committee must establish policies governing the provision and operation of the service including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board.

(c) The operational functions of the Local Service shall be performed by the staff of the Regional District.

~~7~~6. Board Powers

Notwithstanding the provisions of ~~section 6~~section 5 of this bylaw, the Regional Board retains the right of approval of operational rules, procedures, and policies and the levels of taxes, fees and other charges to be established by bylaw of the Regional Board.

~~8~~7. Budget

(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

***(Bylaw 4448)***

~~(a) Upon its establishment, and in November of each year, the Committee must approve an annual budget for the~~

~~services provided in the Local Service Area which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Treasurer of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.~~

(b) The Committee must not make any expenditures, other than those provided for in the approved budgets of the Committee as included in the approved budget of the Regional Board.

~~8~~. Regional District Assets

Any facilities or equipment acquired by the Committee in their administrative capacity will be acquired in the name of the Regional District, shall be the property of the Regional District and must not be disposed of without the approval of the Board of the Regional District.

~~10~~9. This Bylaw may be cited as the "Sticks Allison Water Local Service Committee Bylaw No. 1, 1998".

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 28th | DAY OF | January | 1998 |
| READ A SECOND TIME THIS | 28th | DAY OF | January | 1998 |
| READ A THIRD TIME THIS | 28th | DAY OF | January | 1998 |
| ADOPTED THIS | 28th | DAY OF | January | 1998 |

_____ _____

CHAIR CORPORATE OFFICER

**APPENDIX G**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4449**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE SURFSIDE PARK ESTATES WATER SERVICE COMMITTEE (BYLAW NO. 3131)**

**********

**WHEREAS:**

A. Under Bylaw No. 3131, "Surfside Park Estates Water Service Committee Bylaw No. 1, 2003", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the committee by the Board;

B. The Board wishes to amend Bylaw No. 3131 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service committees;

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

1. Bylaw No. 3131, "Surfside Park Estates Water Service Committee Bylaw No. 1, 2003" is hereby amended as follows:

(a) Replacing section 2 in its entirety with the following:

Nominations and Appointment

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

(b) Replacing section 3 in its entirety with the following:

Term of Office

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

(c) Deleting section 4 and renumbering following sections;

(d) Replacing section 5(a) with the following:

5(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.

(e) In section 6, Board Powers, replacing the reference to “section 6” with “section 5”;

(f) Replacing section 7(a) with the following:

7(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board’s 5-year plan.

2. This bylaw may be cited for all purposes as “Surfside Park Estates Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022”.

| | | | |
|---|---|---|---|
| READ A FIRST TIME THIS | th | day of | 202_ |
| READ A SECOND TIME THIS | th | day of | 202_ |
| READ A THIRD TIME THIS | th | day of | 202_ |
| ADOPTED THIS | th | day of | 202_ |

CHAIR

CORPORATE OFFICER

**APPENDIX H**

Making a difference...together

# BYLAW NO. 3131

# SURFSIDE PARK ESTATES WATER SERVICE COMMITTEE BYLAW NO. 1, 2003

## Consolidated for Public Convenience

**(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED DECEMBER 10, 2003
(Consolidated with Amending Bylaw 4449)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 3131**

**********tl**********

**A BYLAW FOR THE ESTABLISHMENT OF THE SURFSIDE PARK ESTATES WATER SERVICE COMMITTEE**

**********

**WHEREAS:**

A. Section 795 of the *Local Government Act* permits the Chair of the Regional Board of the Capital Regional District (hereinafter referred to as the "Board") to establish a standing committee for matters the Chair considers would be better dealt with by committee, and to appoint persons to those committees, provided that at least one member of each standing committee must be a director.

B. Pursuant to sections 176(1)(e) and 192(1) of the *Local Government Act*, the Board may, by bylaw adopted by at least two thirds of the votes cast, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees, its committees or its members, or to other bodies established by the Board.

C. The Board wishes to establish a committee under this bylaw and to delegate to that committee all of the administrative powers of the Board with respect to the provision of the services as authorized in Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003", as defined in Schedule "A" annexed to Bylaw No. 3087 within the electoral area of Southern Gulf Islands.

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

1. Establishment of Committee

(a) A standing committee to be known as the "Surfside Park Estates Water Service committee" (the "committee") established by the Regional Board through the Chair of the Regional Board shall consist of the Director representing the Electoral Area of Southern Gulf Islands plus four other persons to be appointed by the Chair on resolution by the Regional Board.

(b) Three members appointed by the Regional Board through the Chair of the Regional Board under paragraph (a) must be owners of real property within the Surfside Park Estates Water Service Area and one member may be a resident or an owner of real property within the Surfside Park Estates Water Service Area or other person who is prepared to represent the Surfside Park Estates Water Service Area.

(c) Each member of the committee shall have one vote on matters relating to the management and operation of the water system as provided for in Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003".

2. ~~Term of Office~~

Nominations and Appointment

(a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

**Formatted:** Normal, Indent: Left: 0", First line: 0", Space Before: 0 pt, After: 0 pt, Tab stops: Not at 0.88"

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration. ~~The terms of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. To maintain staggered terms, two positions shall have two year terms ending in odd years, while two positions shall have two year terms ending in even years.~~

***(Bylaw 4449)***

**Formatted:** Indent: Left: 0.5", Hanging: 0.25", Space Before: 12 pt, After: 12 pt, Don't add space between paragraphs of the same style, Tab stops: Not at 5.63"

Subject to subsection 4(a), the term of office for a member of the committee, other than the Director representing the Electoral Area of Southern Gulf Islands, shall be for a two-year period except that of the initial appointees of whom two shall hold office from the date of appointment until the 30th of June 2004, and two shall hold office from the date of appointment until the 30th of June 2005.

3 NominationsAppointmentTerm of Office

The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. By November 1 of each year for terms ending in that calendar year or as needed to fill vacant positions, the Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence on January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

***(Bylaw 4449)*** (a) The committee shall hold an Annual General Meeting on or before the last day of May in each year to which the owners and residents in the service area shall be invited to attend by written notice posted at least 30 days prior to the date of the Annual General Meeting.

(b) The committee must accept nominations for the members of the committee to be appointed effective the following 1st of July from owners and residents present at the Annual General Meeting, and if more nominations are received than there are positions to fill, the committee must poll the owners and residents present at the meeting.

(c) The names of the persons nominated or the results of the poll under subsection (b) must be forwarded immediately after the Annual General Meeting to the Secretary of the Regional District and in any event, before the date when the agenda for the first meeting of the Regional Board in June of that year is distributed to the regional directors.

4. AppointmentTerm

(a) The maximum consecutive terms, other than for the Electoral Area Director, shall be three, for a maximum of six years as a Committee member. At the request of the Electoral Area Director, under unique circumstances, the Regional Board may extend the maximum consecutive terms. After a one year vacancy, a Committee member is eligible for reappointment.

(b) In the event of death, resignation, or disqualification of a member of the Committee, the Regional Board shall appoint a successor for the reminder of the term. ***(Bylaw 4449)*** (a) The Regional Board through the Chair of the Regional Board shall immediately upon enactment of this bylaw appoint persons to act as members of the committee. The interim appointments are not required to be nominated at an Annual General Meeting.

(b) Before the 1st of July every year, the Regional Board through the Chair of the Regional Board shall appoint or re-appoint members to the committee to fill the terms of office of the members whose terms expire as of the 30th of June in each year. The term of office for all appointments after the initial appointment will be for a two-year period commencing the first day of July following each such appointment or until their successors are appointed.

(c) In the event of death, resignation, or disqualification of a member of the committee, the Regional Board shall appoint a successor for the remainder of the term.

54. Committee Procedure

(a) The committee must, at its first meeting in each year, elect a Chairperson from among its members.

(b) A quorum of the committee is a majority of all members.

(c) Rules of Procedure which govern the Regional Board apply to the committee where applicable.

~~6~~5. Delegation

(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.~~(a) The Regional Board hereby delegates to the committee all of the administrative powers of the Regional Board with respect to the provision of the Local Service established by Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003"~~

(b) Without limiting the generality of paragraph (a), the committee must establish policies governing the provision and operation of the service including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board.

(c) The operational functions of the Water Service shall be performed by the staff of the Regional District.

~~7~~6. Board Powers

Notwithstanding the provisions of ~~section 6~~section 5 of this bylaw, the Regional Board retains the right of approval of operational rules, procedures, and policies and the levels of taxes, fees and other charges to be established by bylaw of the Regional Board.

~~8~~7. Budget

(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan. ***(Bylaw 4449)***

~~(a) Upon its establishment, and in November of each year, the committee must approve an annual budget for the services provided in the Water Service Area which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Treasurer of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.~~

(b) The committee must not make any expenditures, other than those provided for in the approved budgets of the committee as included in the approved budget of the Regional Board.

~~9~~8. Regional District Assets

Any facilities or equipment acquired by the committee in its administrative capacity will be acquired in the name of the Regional District, shall be the property of the Regional District and must not be disposed of without the approval of the Board of the Regional District.

~~10~~9. This Bylaw may be cited as the "Surfside Park Estates Water Service Committee Bylaw No. 1, 2003."

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 10th | DAY OF | December | 2003 |
| READ A SECOND TIME THIS | 10th | DAY OF | December | 2003 |
| READ A THIRD TIME THIS | 10th | DAY OF | December | 2003 |
| ADOPTED THIS | 10th | DAY OF | December | 2003 |

_____ _____

CHAIR SECRETARY

**APPENDIX I**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4450**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE SKANA WATER SERVICE COMMITTEE (BYLAW NO. 3133)**

**********

**WHEREAS:**

A. Under Bylaw No. 3133, "Skana Water Service Committee Bylaw No. 1, 2003", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the committee by the Board;

B. The Board wishes to amend Bylaw No. 3133 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service committees;

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

1. Bylaw No. 3133, "Skana Water Service Committee Bylaw No. 1, 2003" is hereby amended as follows:

(a) Replacing section 2 in its entirety with the following:

Nominations and Appointment

2. (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

(b) Replacing section 3 in its entirety with the following:

Term of Office

3. The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

(c) Deleting section 4 and renumbering following sections;

(d) Replacing section 5(a) with the following:

5(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.

(c) Replacing section 7 (a) with the following:

7(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

2. This bylaw may be cited for all purposes as "Skana Water Service Committee Bylaw No. 1, 2003, Amendment Bylaw No. 1, 2022".

| | | | |
|---|---|---|---|
| READ A FIRST TIME THIS | th | day of | 202_ |
| READ A SECOND TIME THIS | th | day of | 202_ |
| READ A THIRD TIME THIS | th | day of | 202_ |
| ADOPTED THIS | th | day of | 202_ |

CHAIR

CORPORATE OFFICER

**APPENDIX J**

Making a difference...together

**BYLAW NO. 3133**

**SKANA WATER SERVICE COMMITTEE BYLAW NO. 1, 2003**

**Consolidated for Public Convenience**
**(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED DECEMBER 10, 2003
(Consolidated with Amending Bylaw 4450)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 3133**

**********

**A BYLAW FOR THE ESTABLISHMENT OF THE SKANA WATER SERVICE COMMITTEE**

**********

**WHEREAS:**

A. Section 795 of the *Local Government Act* permits the Chair of the Regional Board of the Capital Regional District (hereinafter referred to as the "Board") to establish a standing committee for matters the Chair considers would be better dealt with by committee, and to appoint persons to those committees, provided that at least one member of each standing committee must be a director.

B. Pursuant to sections 176(1)(e) and 192(1) of the *Local Government Act*, the Board may, by bylaw adopted by at least two thirds of the votes cast, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees, its committees or its members, or to other bodies established by the Board.

C. The Board wishes to establish a committee under this bylaw and to delegate to that committee all of the administrative powers of the Board with respect to the provision of the services as authorized in Bylaw No. 3087, "Skana Water Service Establishment Bylaw No. 1, 2003", as defined in Schedule "A" annexed to Bylaw No. 3089 within the electoral area of Southern Gulf Islands.

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

1. Establishment of Committee

(a) A standing committee to be known as the "Skana Water Service committee" ("the "committee") established by the Regional Board through the Chair of the Regional Board shall consist of the Director representing the Electoral Area of Southern Gulf Islands plus four other persons to be appointed by the Chair on resolution by the Regional Board.

(b) Three members appointed by the Regional Board through the Chair of the Regional Board under paragraph (a) must be owners of real property within the Skana Water Service Area and one member may be a resident or an owner of real property within the Skana Water Service Area or other person who is prepared to represent the Skana Water Service Area.

(c) Each member of the committee shall have one vote on matters relating to the management and operation of the water system as provided for in Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003".

2. ~~Term of Office~~Nominations and Appointment

(a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

(e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

(g) Qualified persons serving as committee members serve without remuneration.

~~The terms of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment. To maintain staggered terms, two positions shall have two-year terms ending in odd years, while two positions shall have two-year terms ending in even years.~~ ***(Bylaw 4450)***

~~Subject to subsection 4(a), the term of office for a member of the committee, other than the Director representing the Electoral Area of Southern Gulf Islands, shall be for a two-year period except that of the initial appointees, of whom two shall hold office from the date of appointment until the 30th of June 2004, and two shall hold office from the date of appointment until the 30th of June 2005.~~

3. ~~Nominations~~~~Appointment~~Term of Office

The term of office of Committee members, other than the Electoral Area Director, shall be for a two-year period, ending December 31 in the second year of appointment.

~~By November 1 of each year for terms ending in that calendar year or as needed to fill vacant positions, the Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence on January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.~~ ***(Bylaw 4450)***

~~(a) The committee shall hold an Annual General Meeting on or before the last day of May in each year to which the owners and residents in the service area shall be invited to attend by written notice posted at least 30 days prior to the date of the Annual General Meeting.~~

~~(b) The committee must accept nominations for the members of the committee to be appointed effective the following 1st of July from owners and residents present at the Annual General Meeting, and if more nominations are received than there are positions to fill, the committee must poll the owners and residents present at the meeting.~~

~~(c) The names of the persons nominated or the results of the poll under subsection (b) must be forwarded immediately after the Annual General Meeting to the Secretary of the Regional District and in any event, before the date when the agenda for the first meeting of the Regional Board in June of that year is distributed to the regional directors.~~

~~4.~~ ~~Appointment~~~~Term~~

Formatted: Right

Formatted: No underline

Formatted: Indent: Left: 0.5"

Formatted: Right

~~(a) The maximum consecutive terms, other than for the Electoral Area Director, shall be three, for a maximum of six years as a Committee member. At the request of the Electoral Area Director, under unique circumstances, the Regional Board may extend the maximum consecutive terms. After a one year vacancy, a Committee member is eligible for reappointment.~~

~~(b) In the event of death, resignation, or disqualification of a member of the Committee, the Regional Board shall appoint a successor for the reminder of the term. ***(Bylaw 4450)***~~

~~(a) The Regional Board through the Chair of the Regional Board shall immediately upon enactment of this bylaw appoint persons to act as members of the committee. The interim appointments are not required to be nominated at an Annual General Meeting.~~

~~(b) Before the 1st of July every year, the Regional Board through the Chair of the Regional Board shall appoint or re-appoint members to the committee to fill the terms of office of the members whose terms expire as of the 30th of June in each year. The term of office for all appointments after the initial appointment will be for a two-year period commencing the first day of July following each such appointment or until their successors are appointed.~~

~~(c) In the event of death, resignation, or disqualification of a member of the committee, the Regional Board shall appoint a successor for the remainder of the term.~~

~~5~~. Committee Procedure

(a) The committee must, at its first meeting in each year, elect a Chairperson from among its members.

(b) A quorum of the committee is a majority of all members.

(c) Rules of Procedure which govern the Regional Board apply to the committee where applicable.

~~6~~5. Delegation

(a) The Regional Board hereby delegates to the Committee all of the administrative powers of the Regional Board with respect to the provision of the local service as authorized by Local Service established by Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003". The Committee shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the Committee and individual Committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.~~(a) The Regional Board hereby delegates to the committee all of the administrative powers of the Regional Board with respect to the provision of the Local Service established by Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003"~~

(b) Without limiting the generality of paragraph (a), the committee must establish policies governing the provision and operation of the service including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board.

(c) The operational functions of the Water Service shall be performed by the staff of the Regional District.

~~7~~6. Board Powers

**Formatted:** Indent: Left: 0", First line: 0", Tab stops: Not at 0.75"

**Formatted:** Indent: Left: 0", First line: 0"

Notwithstanding the provisions of ~~section 6~~section 5 of this bylaw, the Regional Board retains the right of approval of operational rules, procedures, and policies and the levels of taxes, fees and other charges to be established by bylaw of the Regional Board.

~~8~~7. Budget

(a) Each year, according to the District budget timetable, the Committee shall recommend a 5-year operating and capital budget for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure costs, together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's 5-year plan.

***(Bylaw 4450)***

~~(a) Upon its establishment, and in November of each year, the committee must approve an annual budget for the services provided in the Water Service Area which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Treasurer of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.~~

(b) The committee must not make any expenditures, other than those provided for in the approved budgets of the committee as included in the approved budget of the Regional Board.

~~9~~8. Regional District Assets

Any facilities or equipment acquired by the committee in its administrative capacity will be acquired in the name of the Regional District, shall be the property of the Regional District and must not be disposed of without the approval of the Board of the Regional District.

~~10~~9. This Bylaw may be cited as the "Skana Water Service Committee Bylaw No. 1, 2003".

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 10th | DAY OF | December | 2003 |
| READ A SECOND TIME THIS | 10th | DAY OF | December | 2003 |
| READ A THIRD TIME THIS | 10th | DAY OF | December | 2003 |
| ADOPTED THIS | 10th | DAY OF | December | 2003 |

CHAIR

SECRETARY

**APPENDIX K**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4451**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE PORT RENFREW UTILITY SERVICES COMMITTEE (JUAN DE FUCA ELECTORAL AREA)**
**(BYLAW NO. 3281)**

**********

**WHEREAS:**

A. Under Bylaw No. 3281, "Port Renfrew Utility Services Committee Bylaw No. 1, 2005", the Regional Board established a committee to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the commission by the Board;

B. The Board wishes to amend Bylaw No. 3281 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service commissions;

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

1. Bylaw No. 3281, "Port Renfrew Utility Services Committee Bylaw No. 1, 2005" is hereby amended as follows:

    (a) Replacing section 3 with the following:

    (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

    (b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

    (c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

    (d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

    (e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

    (f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

    (g) Qualified persons serving as committee members serve without remuneration.

(b) In section 12, Budget, replacing the words “in November of each year” with the words “each year according to the District budget timetable”.

(c) In section 12, Budget, inserting as item 12(c) the following:

12 (c) The committee shall advise on the overall direction and delivery of the services set out in section 11, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected, advising on community interests, and developing a draft budget. However, the committee and individual committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.

2. This bylaw may be cited for all purposes as “Port Renfrew Utility Services Committee Bylaw No. 1, 2005, Amendment Bylaw No. 4, 2022".

| | | | |
|---|---|---|---|
| READ A FIRST TIME THIS | th | day of | 2022 |
| READ A SECOND TIME THIS | th | day of | 2022 |
| READ A THIRD TIME THIS | th | day of | 2022 |
| ADOPTED THIS | th | day of | 2022 |

CHAIR

CORPORATE OFFICER

**APPENDIX L**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 3281**

* * * \

2. Committee members may vote as follows:

   (a) The Electoral Area Director may vote on all matters;

   (b) Local Service Representatives may vote on all matters;

   (c) The Pacheedaht First Nation may vote on solid waste matters when the conditions under 1(c) have been met.

(Bylaw 3745, 4364)

Appointment

3. ~~(a)~~ (a) Before January 1 each year, the Regional Board shall appoint or reappoint members to the Committee to fill the terms of office of members whose terms expire as of December 31 in that year.

   (b) In order to fill a vacancy on the Committee, the Regional District shall accept nominations or application from qualified persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

   (c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the Committee. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

   (d) A member who fails to attend three (3) consecutive regular meetings without permission of the Committee may have their appointment to the Committee terminated by the Regional Board.

   (e) If there are qualified persons willing to serve on the Committee, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

   (f) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a Committee member's term beyond the six (6) year limit.

~~3.~~ (g) Qualified persons serving as committee members serve without remuneration. ~~The Committee shall, at its regularly scheduled meeting in September, submit to the Electoral Area Director, its nominations for the members of the committee for the following term, and at the same meeting, shall invite residents or electors in the Local Service Area to submit additional nominations, on forms provided at the meeting, to the Electoral Area Director on or before 14 days from the date of the meeting. At the same meeting the committee shall schedule the Annual General Meeting which shall be held no sooner than 15 days from the date of the meeting but in all cases shall be before the last day of October;~~

~~4.~~

~~5. The Committee shall invite to the Annual General Meeting residents or electors in the Local Service Areas by written notice at least two weeks prior to the date of the Meeting.~~

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: Indent: First line: 0.5", No bullets or numbering

~~Nominations received by the Electoral Area Director shall be posted with the notice of AGM. The committee shall poll the residents or electors present at the Annual General Meeting to fill the positions of committee members to be appointed effective the following January 1, from nominations put forward either by the committee or through the Electoral Area Director;~~

~~6. (Bylaw 3397)~~

~~7.~~

~~8. The names of the persons nominated or the results of the poll under subsection~~

~~9. 3(b) shall be forwarded forthwith after the Annual General Meeting to the Board Secretary, and in any event, before the first Wednesday in December of that year;~~

~~10.~~

~~11. (Bylaw 4364)~~

~~12.~~

~~13. The Board shall immediately upon enactment of this Bylaw appoint persons to act as members of the committee as provided above.~~

(Bylaw 4451)

Formatted: Font: 8 pt

Formatted: Right

Qualifications for Appointment

3.1 To be eligible for appointment, all Local Service Representatives must reside, be an elector, or own real property in one or more of the Local Service Areas. At least one must reside, be an elector, or own real property in the Port Renfrew Sewer Local Service Area. At least one must reside, be an elector, or own real property in the Port Renfrew Water Supply Local Service area.

(Bylaw 4364)

Terms of Office

~~14.~~4. The terms of office of those members of the Committee, other than the Director representing the Juan de Fuca Electoral Area, shall be for a two-year period, except that of the initial appointees, which shall be as follows:

(a) Three of the appointees shall hold office from the date of appointment until the 31st day of December 2006;

(b) Two of the appointees shall hold office from the date of appointment until the 31st day of December 2007.

(Bylaw 3397)

~~15.~~5. In the event of the death, resignation, or disqualification of a member of the Commission, the Board shall appoint a successor for the remainder of the term.

Procedure

~~16.~~6. The Committee shall endeavor to hold at least one meeting quarterly and in January of each year shall establish a schedule of quarterly meetings which shall be posted on the community notice board situated at the Transfer Station, the Post Office and on the CRD Website.

~~17.~~7. In voting on the Committee all members shall have one vote each.

~~18.~~8. The Committee shall in January of each year, by secret ballot, elect a Chair.

9. A quorum of the committee is a majority of the members.

10. The rules of procedure for the Committee shall not be inconsistent with those of the Regional District

Duties

11. The Board hereby delegates to the Committee all of the administrative powers of the Board, with respect to:

    (a) the provision of Sewer Services under Bylaw No. 1743;

    (b) the provision of Street Lighting Services under Bylaw No. 1746;

    (c) the provision of Water under Bylaw No. 1747;

    (d) the provision of Solid Waste Services under Bylaw No. 1745.

(Bylaw 3745, 4364)

Without limiting the generality of the above, the committee shall establish policies governing the provision and operation of the services including the recommendation of levels of user charges to be established by bylaw of the Board.

Budget

12. Notwithstanding the provisions of section 11 of this bylaw, the Board retains the right of approval of operation rules, procedures and policies and the levels of user charges to be established by bylaw of the Board.

(Bylaw 4364)

(a) Upon its establishment, and ~~in November of each year~~each year according to the District budget timetable, the committee shall prepare an annual budget for each of the services provided in 11(a), 11(b), 11(c) and 11(d) above which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates together with estimates for expected revenue, for the approval of the Regional Board and for inclusion in the Regional Board's Five Year Financial Plan;

(Bylaw 4364, Bylaw 4451)

(b) No expenditures, other than those provided for in the approved financial plans of the committee as included in the approved financial plan of the Board, shall be incurred by the committee.

~~(b)~~(c) The committee shall advise on the overall direction and delivery of the services set out in section 11, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected, advising on community interests, and developing a draft budget. However, the committee and individual committee members do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery. The operational functions of the local service shall be performed by the staff of the Regional District.

(Bylaw 4451)

Facilities and Equipment

Formatted: Indent: Left: 0.88", No bullets or numbering

Formatted: Font: Arial, 11 pt

Formatted: Font: 8 pt

Formatted: Right

13. Any facilities or equipment acquired by the committee shall be acquired in the name of the Regional District, shall be the property of the Regional District and shall not be disposed of without the approval of the Regional District.

Citation

14. This bylaw may be cited as "Port Renfrew Utility Services Committee Bylaw No. 1, 2005".

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 14th | day of | September | 2005 |
| READ A SECOND TIME THIS | 14th | day of | September | 2005 |
| READ A THIRD TIME THIS | 14th | day of | September | 2005 |
| ADOPTED THIS | 14th | day of | September | 2005 |

Original signed by Karen Watson
CHAIRPERSON

Original signed by Carmen Thiel
SECRETARY

**APPENDIX M**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 4452**

**********

**A BYLAW TO AMEND APPOINTMENTS FOR THE WILDERNESS MOUNTAIN WATER SERVICE COMMISSION (BYLAW NO. 3511)**

**********

**WHEREAS:**

A. Under Bylaw No. 3511, "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008", the Regional Board established a commission to administer a water supply local service, as well as to hold an in-person annual meeting of electors to solicit nominations for consideration of appointment to the commission by the Board;

B. The Board wishes to amend Bylaw No. 3511 to remove the requirement for an annual meeting, and to modernize the budget process in line with other local service commissions;

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

1. Bylaw No. 3511, "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008" is hereby amended as follows:

    (a) In Section 1(e), Definitions, in the definition of "Qualified Person", by removing the words "or other member";

    (b) In Section 2, Commission Established, by replacing "persons" with "Qualified Persons";

    (c) Deleting sections 6 and 7 in their entirety and renumbering the remaining sections;

    (d) Replacing the renumbered section 6 in its entirety with the following:

        6. <u>Nominations and Appointments</u>

        (a) Before January 1st each year, the Regional Board shall appoint or reappoint members to the commission to fill the terms of office of members whose terms expire as of December 31 in that year.
        (b) In order to fill a vacancy on the Commission, the Regional District shall accept nominations or application from Qualified Persons. All vacancies must be advertised or posted locally for at least thirty (30) days.
        (c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the commission. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.
        (d) In the event of the death, resignation or disqualification of a member of the commission, the Regional Board shall appoint a successor for the remainder of the term, despite the fact that such person was not nominated under Section 6.
        (e) A member who fails to attend three (3) consecutive regular meetings without permission of the commission may have their appointment to the commission terminated by the Regional Board.
        (f) If there are Qualified Persons willing to serve on the commission, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(g) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a commission member's term beyond the six (6) year limit.
(h) Qualified Persons serving as commissioners serve without remuneration.

(e) In Section 7, Effective Date of Term of Office, replacing the reference to “section 8(d)” with “section 6” and replacing references to “section 8” with “section 6” whenever they appear in this bylaw;

(f) In Section 9, Delegation of Authority, replacing section 9(b) with the following:

The commission shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the commission and individual commissioners do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.

(g) In Section 13, Disposal of Property, replacing the reference to “Section 14” with “section 12”;

2. This bylaw may be cited for all purposes as “Wilderness Mountain Water Service Commission Bylaw No. 1, 2008, Amendment Bylaw No. 1, 2022".

| | | |
|---|---|---|
| READ A FIRST TIME THIS | day of | 2022 |
| READ A SECOND TIME THIS | day of | 2022 |
| READ A THIRD TIME THIS | day of | 2022 |
| ADOPTED THIS | day of | 2022 |

CHAIR

CORPORATE OFFICER

**APPENDIX N**

**CAPITAL REGIONAL DISTRICT**
**BYLAW NO. 3511**

**********

**A BYLAW FOR ESTABLISHMENT OF THE WILDERNESS MOUNTAIN WATER SERVICE COMMISSION**

**********

**WHEREAS:**

A. The Regional Board may establish a commission under section 176(1)(g) of the *Local Government Act* and to delegate to the commission any or all of the administrative powers of the Regional District.

B. By Bylaw No. 3503, the CRD Board has established a service for the supply, conveyance, treatment, storage and distribution of water to be known as the Wilderness Mountain Water Service.

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

1. Definitions

In this Bylaw:

(a) "Board" means the Capital Regional District Board

(b) "Budget" means the 5-year financial plan (operating and capital)

(c) "Commission" means the Wilderness Mountain Water Service Commission

(d) "Director" means the Juan de Fuca Electoral Area Director

(e) "Qualified Person" means a property owner or resident ~~or other member~~ representing the Service Area;

***(BL 4452)***

(f) "Regional District" or "District" means the Capital Regional District;

(g) "Service Area" means that part of the Juan de Fuca Electoral Area located within the Wilderness Mountain Water Service Area as more particularly described in Bylaw No. 3503 cited as "Wilderness Mountain Water Service Establishment Bylaw No. 1, 2008".

2. Commission Established

A commission to be known as the "Wilderness Mountain Water Service Commission" (the Commission) is hereby established and shall consist of the Director representing the Juan de Fuca Electoral Area plus three (3) other ~~persons~~ Qualified Persons to be appointed by resolution of the Regional Board under this Bylaw.

***(BL 4452)***

3. Commission Member Qualifications

The three (3) persons appointed under ~~section 8~~section 6 shall all be Qualified Persons.

***(BL 4452)***

4. Term of Office

The term of office for a commission member appointed under ~~section 8~~section 6 shall be two (2) years, except that the initial appointment shall be as set out in section 5.

***(BL 4452)***

5. Initial Appointments

Of the persons appointed under ~~section 8~~section 6, one (1) shall hold office from the date of appointment until the 31st December, 2009, and the remaining two (2) from the date of appointment until the 31st day of December, 2010.

***(BL 4452)***

~~6. Annual General Meeting~~

~~The commission shall hold an annual general meeting on or before the last day of November in each year, to which the owners or occupiers of real property within the Service Area shall be invited to attend by written notice posted at least 30 days prior to the date of the annual general meeting.~~

~~7. Nominations~~

~~The commission shall accept nominations for the members of the commission to be appointed effective the 1st day of January following the calendar year, from Qualified Persons present at the Annual General Meeting, and if more nominations are received than there are positions to fill, the commission shall poll those present at the Annual General Meeting.~~

~~8~~6. Appointments

~~(a) The commission shall cause the names of the persons nominated, or the results of the poll under Section 7, to be forwarded immediately after the Annual General Meeting to the Corporate Secretary of the Regional District and, in any event, before the date when the agenda for the first meeting of the Regional Board in December of that year is distributed to Regional Directors.~~

~~(b) The Regional Board shall, from time to time, appoint and reappoint members of the commission to fill the term of office of those members of the commission whose terms expire as of the 31st of December in each year.~~

~~(c) The Board is guided by but not bound by the commission's recommendation.~~

~~(d) Upon the enactment of this Bylaw, the Regional Board shall appoint persons to act as members of the commission, despite the fact that such persons have not been nominated at an Annual General Meeting.~~

~~(e) In the event of the death, resignation or disqualification of a member of the commission, the Regional Board shall appoint its successor for the remainder of the term, despite the fact that such person was not nominated under Section 7.~~

~~(f) A member who fails to attend three (3) consecutive regular meetings without permission of the commission may have their appointment to the commission terminated.~~

~~(g) If there are qualified persons willing to serve on the commission, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.~~

~~(h) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a commission member's term beyond the six (6) year limit.~~(a) Before January 1st each year, the Regional Board shall appoint or reappoint members to the commission to fill the terms of office of members whose terms expire as of December 31 in that year.

(b) In order to fill a vacancy on the Commission, the Regional District shall accept nominations or application from Qualified Persons. All vacancies must be advertised or posted locally for at least thirty (30) days.

(c) The Electoral Area Director shall recommend individuals to the Regional Board for appointment to the commission. The Regional Board may be guided by recommendations but is not bound by them. Appointments commence January 1 of the upcoming calendar year, or for vacancies, on the date of appointment.

(d) In the event of the death, resignation or disqualification of a member of the commission, the Regional Board shall appoint a successor for the remainder of the term, despite the fact that such person was not nominated under Section 6.

(e) A member who fails to attend three (3) consecutive regular meetings without permission of the commission may have their appointment to the commission terminated by the Regional Board.

(f) If there are Qualified Persons willing to serve on the commission, those members having served for three (3) consecutive terms may be requested not to seek reappointment for a fourth term.

(g) At the request of the Director and under unique circumstances such as a failure to attract nominations to the commission, the Regional Board may extend a commission member's term beyond the six (6) year limit.

(h) Qualified Persons serving as commissioners serve without remuneration.

***(BL 4452)***

~~9~~7. Effective Date of Term of Office

Appointments to the commission, other than appointments under section 5 and ~~section 8 (d)~~section 6, the term of office for all appointments after the initial appointment shall be for a two (2) year period commencing the 1st day of January following such appointment or until their successors are appointed.

***(BL 4452)***

~~10~~8. Commission Procedure

(a) The commission shall, at its first meeting in each year, by secret ballot, elect a Chair and Vice Chair from among its members.

(b) A quorum of the commission is a majority of all members.

Formatted: Indent: Left: 0.5", Hanging: 0.5", Space After: 0 pt, Add space between paragraphs of the same style

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

Formatted: Font color: Black

(c) The rules and procedures which govern the Regional Board shall apply to the commission where applicable.

(d) Meetings shall be open to the public.

(e) For the conduct of business each member of the commission shall have one vote.

(f) If, as a result of members of the commission declaring a conflict of interest in relation to a matter there is no longer a quorum of members of the commission to decide a particular issue; the issue shall be referred to the Regional Board for decision.

~~11~~9. Delegation of Authority

(a) The Regional Board hereby delegates to the commission the administrative powers of the Regional Board with respect to the provision of supply, conveyance, treatment, storage and distribution of water within the service area established under Bylaw No. 3503, "Wilderness Mountain Water Service Establishment Bylaw No. 1, 2008".

(b) The commission shall advise on the overall direction and delivery of the Service, including setting priorities, recommending levels of user charges to be established by bylaw of the Regional Board, recommending the extent of requisition to be collected by way of parcel taxes, advising on community interests, and developing a draft budget. However, the commission and individual commissioners do not direct or become involved with day-to-day administrative activities, purchasing, awarding of contracts, development of regional policies, or hands-on service delivery.

***(BL 4452)***

~~The commission shall recommend levels of user charges to be established by bylaw of the Regional Board and extent of requisition to be collected by way of parcel taxes.~~(c) The operational, maintenance and regulatory functions of the service shall be performed by the staff of the Regional District in conformance with district policy or government regulation.

(d) Despite the provisions of Sections above, the Regional Board retains the right of approval of operational rules, procedures and policies, and the levels of fees and other charges to be established by bylaw of the Regional Board or taxes collected by requisition to the service area.

~~12~~10. Budget

Each year, according to the District budget timetable, the commission shall recommend 5-year operating and capital budgets for the service provided in the Service Area which shall cover all anticipated costs of development, maintenance, operational and other expenses, including debt charges and shall submit such expenditure costs, together with estimates for expected revenue, in a form approved by the Director of Finance of the Regional Board for the approval of the Regional Board and for inclusion in the Regional Board's 5-year Financial Plan.

~~13~~11. Unauthorized Expenditure

The commission shall not authorize an expenditure other than an expenditure provided for in the 5-year Financial Plan of the commission as included in the approved financial plan of the Regional District.

~~14~~12. Property Acquisition

Any facilities or equipment acquired by the commission in its administrative capacity must be acquired in the name of the Regional District and shall be the property of the Regional District.

~~15~~13. Disposal of Property

Property acquired under ~~Section 14~~section 12 shall not be disposed of without the prior approval of the Regional Board of the Regional District or such person to whom the authority for such decision has been delegated.

***(BL 4452)***

~~16~~14. This Bylaw may be cited as the "Wilderness Mountain Water Service Commission Bylaw No. 1, 2008'

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 9th | day of | July | 2008 |
| READ A SECOND TIME THIS | 9th | day of | July | 2008 |
| READ A THIRD TIME THIS | 9th | day of | July | 2008 |
| ADOPTED THIS | 9th | day of | July | 2008 |

CHAIR

CORPORATE OFFICER

Making a difference...together

**REPORT TO THE FINANCE COMMITTEE**
**MEETING OF WEDNESDAY, MAY 04, 2022**

---

**SUBJECT** Bylaw No. 4490: 2022 to 2026 Financial Plan Bylaw, 2022, Amendment No. 1, 2022

## ISSUE SUMMARY

The 2022 to 2026 Financial Plan was adopted on March 16, 2022. Amendments to the Plan are required to authorize revised operating and capital expenditures.

## BACKGROUND

The Capital Regional District (CRD) Board approved the 2022 to 2026 Financial Plan (Bylaw No. 4481) on March 16, 2022. Amendments are required in accordance with Section 374(2) of the *Local Government Act* (LGA), which states that the financial plan may be amended at any time by bylaw to incorporate changes in budget, for certainty. As new information becomes available and pursuant with Section 374 of the LGA, the CRD Board may further revise the financial plan.

The following table highlights the 2022 impact of the proposed amendments to the five-year 2022-2026 Financial Plan.

| SERVICE | DESCRIPTION | BUDGET | FUNDING | NET IMPACT | COMMITTEE / COMMISSION APPROVAL |
|---|---|---|---|---|---|
| Salt Spring Island – Cedar Lane Water | Manganese Treatment System Phase 1 - Engineering Design | Capital | Reserve Fund | $7,400 | Cedar Lane Water Service Commission<br><br>21-Mar-2022 |
| Salt Spring Island – Cedar Lane Water | Manganese Treatment System – Public Approval Process | Capital | Reserve Fund | $(5,000) | |
| Panorama Recreation | Potential Land Acquisition | Capital | Capital Funds on Hand | $10,000 | Peninsula Recreation Commission<br><br>24-Mar-2022 |
| CRD HQ Building | HVAC Feasibility Study and Hot Water Upgrades | Capital | Reserve Fund | $150,000 | Staff Recommended |
| | CRD Headquarter Re-Design | Capital | Capital Funds on Hand | $1,140,000 | Staff Recommended |

| SERVICE | DESCRIPTION | BUDGET | FUNDING | NET IMPACT | COMMITTEE / COMMISSION APPROVAL |
|---|---|---|---|---|---|
| Regional Parks | Selkirk Trestle – Below Deck Repairs | Capital | Reserve Fund | $165,000 | Regional Parks Committee<br><br>27-April-2022 |
| | Galloping Goose Regional Trail Bridges Replacement | Capital | Capital Funds on Hand | $329,000 | |
| | Galloping Goose Regional Trail Widening and Lighting - Phase A | Capital | Grants, Reserve Fund | $105,000 | |
| | Regional Trails Widening – GHG Reduction study | Capital | Grants, Reserve Fund | $20,000 | |
| | Office Trailer Acquisition | Capital | Reserve Fund | $(240,000) | |
| | Renovation of Regional Parks Headquarters, the Elk Lake Nature Centre and 728 Beaver Lake Rd | Capital | Reserve Fund | $250,000 | |

The proposed Financial Plan amendment Bylaw No. 4490 incorporates these changes, and is attached as Appendix A, inclusive of an updated Schedule B.

## ALTERNATIVES

*Alternative 1*
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4490, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022" be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.

*Alternative 2*
That Bylaw No. 4490 be deferred pending further analysis by CRD staff.

## IMPLICATIONS

*Financial Implications*

Salt Spring Island – Cedar Lane Water

The Cedar Lane Water Service Commission approved an increase to the Manganese Treatment System Phase 1 - Engineering Design project after a longer than planned RFP process. Additional funding balanced through capital reserve.

The Commission also approved a reduction in project budget for Manganese Treatment System – Public Approval Process for borrowing. The project budget has been reduced from $10,000 to $5,000 as a result of changing the process from Alternative Approval Process to Petition.

Panorama Recreation

The Peninsula Recreation Commission has approved a capital plan for a potential land acquisition. The acquisition will be funded from capital funds on hand.

CRD Headquarters Building

Amendment to the CRD Headquarters Building first floor redesign project is required to reflect work to be carried forward into 2022 capital plan. Project timelines have been adjusted as the result of design changes and availability of a contractor the project, with completion now planned in 2022. This project is funded by existing capital funds on hand.

Work on the HVAC Feasibility Study and Hot Water Upgrades project is being advanced into 2022. The advancement of this work arose from an energy assessment completed in early 2022 through a grant program. The study confirmed that domestic hot water for the building could be heated by electricity and removed from natural gas independently from the rest of the HVAC upgrades, reducing GHGs sooner. This work will be funded by capital reserve.

Regional Parks

A condition assessment report on the Selkirk Trestle revealed the need for certain critical below deck repairs. At the time of the 2022 budget preparation, the condition assessment was not complete. These repair needs were confirmed and costed in February 2022, and a budget amendment of $165,000 will provide for these critical repairs while funding and planning is determined for more substantial work on the bridge is determined. This is to be funded from capital reserves.

A revision to the Galloping Goose Regional Trail bridge replacement (5 bridges) project is required to reflect work to be carried forward and completed in 2022 and 2023. Project timelines have been adjusted as a result of availability of contractors. The will be funded by capital funds on hand.

Initial design work for the Galloping Goose Regional Trail Widening and Lighting Phase A (Gorge Road to Cecelia) project has been identified in early 2022, arising from a new Memorandum of Understanding between the CRD Regional Parks and the Ministry of Transportation and Infrastructure. This phase of the project will be funded by grants and reserve funds.

A study related to the widening of the Regional Trail facilities is a requirement of the Federal Government to measure greenhouse gas reductions for widened Regional Trail facility. This requirement was identified in March 2022. This project will be funded by grants and reserve funding.

As part of the service growth for Regional Parks in 2022, the financial plan included the purchase of an office trailer for the Regional Parks Headquarters. Through recent analysis in early 2022, it has been determined the additional staff can be accommodated through renovation to the Regional Parks Headquarters buildings as well as the Elk Lake Nature Centre and a facility at 728 Beaver Lake Rd. This results in an amendment to remove the office trailer acquisition, and utilize the capital funds for renovation expenses, funded by reserve.

## CONCLUSION

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4490 authorizes the changes required to the 2022 to 2026 Financial Plan Bylaw No. 4481, which the CRD Board approved on March 16, 2022.

## RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4490, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022" be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.

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

## ATTACHMENT(S)

Appendix A: Bylaw 4490, with Schedule B

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 4490**

**********

**A BYLAW TO AMEND THE FIVE YEAR FINANCIAL PLAN FOR THE YEARS 2022 – 2026**

**********

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 4481, "2022 to 2026 Financial Plan Bylaw, 2022", is hereby amended by replacing Schedule B with the attached schedule hereto.

2. This Bylaw may be cited as “2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022”.

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

_____ _____

CHAIR CORPORATE OFFICER

Attachment: Schedule B

SCHEDULE B

# CAPITAL REGIONAL DISTRICT

## CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

| | EXPENDITURE / FUNDING SUMMARY (ALL SERVICES) | 2022 | 2023 | 2024 | 2025 | 2026 | TOTAL |
|---|---|---|---|---|---|---|---|
| | **EXPENDITURE** | | | | | | |
| B | Buildings | 22,129,264 | 167,078,666 | 49,424,500 | 5,898,000 | 2,141,500 | 246,671,930 |
| E | Equipment | 19,923,342 | 11,052,593 | 7,247,999 | 6,045,860 | 5,453,775 | 49,723,569 |
| L | Land | 7,655,002 | 6,645,000 | 6,090,000 | 5,530,000 | 5,235,000 | 31,155,002 |
| S | Engineered Structures | 128,218,893 | 78,579,018 | 68,094,026 | 61,024,900 | 16,254,000 | 352,170,837 |
| V | Vehicles | 5,141,485 | 2,445,000 | 2,211,000 | 1,340,000 | 692,000 | 11,829,485 |
| | | **183,067,986** | **265,800,277** | **133,067,525** | **79,838,760** | **29,776,275** | **691,550,823** |
| | **SOURCE OF FUNDS** | | | | | | |
| C | Capital Funds on Hand | 49,492,773 | 21,457,100 | 23,597,063 | 24,514,000 | 12,129,000 | 131,189,936 |
| D | Debenture Debt (New Debt Only) | 35,549,100 | 63,285,920 | 47,277,180 | 36,140,000 | 8,095,000 | 190,347,200 |
| E | ERF | 10,829,058 | 6,128,473 | 3,996,999 | 3,583,860 | 2,827,775 | 27,366,165 |
| G | Grants (Federal, Provincial) | 23,280,901 | 15,070,984 | 7,533,770 | 2,935,000 | 140,000 | 48,960,655 |
| R | Reserve Fund | 53,765,523 | 28,825,000 | 15,862,513 | 10,305,900 | 6,384,500 | 115,143,436 |
| O | Other | 10,150,631 | 131,032,800 | 34,800,000 | 2,360,000 | 200,000 | 178,543,431 |
| | | **183,067,986** | **265,800,277** | **133,067,525** | **79,838,760** | **29,776,275** | **691,550,823** |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2022**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.011 | Board Expenditures | 170,000 | | | | | 170,000 | | | 170,000 | | | | 170,000 |
| 1.014 | CAO / Corporate Services | 4,132 | | | | | 4,132 | | | 4,132 | | | | 4,132 |
| 1.015 | Real Estate | - | | | | | - | | | - | | | | - |
| 1.016 | Human Resources | 3,130 | | | | | 3,130 | | | 3,130 | | | | 3,130 |
| 1.017 | Finance | 315,557 | | | | | 315,557 | 300,000 | | 15,557 | | | | 315,557 |
| 1.018 | Health & Capital Planning Strategies | - | | | | | - | | | - | | | | - |
| 1.022 | Information Technology | 599,446 | 80,000 | | | | 679,446 | 574,000 | | 105,446 | | | | 679,446 |
| 1.024 | GM - Planning & Protective Services | 1,565 | | | | | 1,565 | | | 1,565 | | | | 1,565 |
| 1.025 | Corporate Emergency | 6,000 | | | | | 6,000 | | | 6,000 | | | | 6,000 |
| 1.027 | First Nations Relations | 1,033 | | | | | 1,033 | | | 1,033 | | | | 1,033 |
| 1.105 | Facilities Management | 10,000 | 185,000 | | | | 195,000 | 50,000 | | 145,000 | | | | 195,000 |
| 1.106 | Facilities and Risk | | 70,000 | 3,000,000 | | | 3,070,000 | 1,140,000 | | 70,000 | - | 1,860,000 | | 3,070,000 |
| 1.107 | Corporate Satellite Facilities | | | 50,000 | | | 50,000 | 5,000 | | | | 45,000 | | 50,000 |
| 1.109 | JDF Admin. Expenditures | 2,000 | | | | | 2,000 | | | 2,000 | | | | 2,000 |
| 1.110 | SGI Admin. Expenditures | 1,500 | | | | | 1,500 | | | 1,500 | | | | 1,500 |
| 1.111 | SSI Admin. Expenditures | 11,080 | | | | | 11,080 | | | 11,080 | | | | 11,080 |
| 1.118 | Corporate Communications | 6,229 | | | | | 6,229 | | | 6,229 | | - | | 6,229 |
| 1.123 | Family Court Building | | | 160,000 | | | 160,000 | 15,000 | | | - | 145,000 | - | 160,000 |
| 1.137 | Galiano Island Community Use Building | | | 20,000 | | | 20,000 | | | | | 20,000 | | 20,000 |
| 1.141 | SSI Public Library | | | 127,500 | | | 127,500 | | | | 110,000 | 17,500 | | 127,500 |
| 1.226 | Health Facilities - VIHA | 40,000 | | 1,896,500 | - | | 1,936,500 | 511,500 | | | | 1,425,000 | - | 1,936,500 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 1,625,000 | | 1,625,000 | 30,000 | 1,180,000 | | | 195,800 | 219,200 | 1,625,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | 47,500 | | 47,500 | | | | - | 47,500 | | 47,500 |
| 1.238A | Community Transit (SSI) | | | | 40,000 | | 40,000 | | | | 5,000 | 35,000 | | 40,000 |
| 1.238B | Community Transportation (SSI) | | | | 425,000 | | 425,000 | | | | 260,000 | 165,000 | | 425,000 |
| 1.280 | Regional Parks | 1,477,000 | 345,000 | 1,090,000 | 5,791,925 | 5,120,000 | 13,823,925 | 3,833,925 | 5,500,000 | 345,000 | 193,000 | 3,952,000 | | 13,823,925 |
| 1.290 | Royal Theatre | 26,000 | | 1,755,000 | | | 1,781,000 | 125,000 | | | - | 796,000 | 860,000 | 1,781,000 |
| 1.295 | McPherson Theatre | 26,000 | | 2,267,000 | | | 2,293,000 | 10,000 | | | | 2,283,000 | | 2,293,000 |
| 1.297 | Arts Grants and Development | 1,550 | | | | | 1,550 | | | 1,550 | | | | 1,550 |
| 1.310 | Land Banking and Housing | 2,000 | | - | | | 2,000 | | - | 2,000 | - | | - | 2,000 |
| 1.313 | Animal Care Services | 64,040 | 157,235 | 318,000 | | | 539,275 | | | 22,040 | | | 517,235 | 539,275 |
| 1.318 | Building Inspection | 88,900 | 45,000 | | | | 133,900 | | | 133,900 | | | | 133,900 |
| 1.323 | ByLaw Services | 990 | 15,000 | | | | 15,990 | | | 15,990 | | | | 15,990 |
| 1.324 | Regional Planning Services | 100,400 | | | | | 100,400 | | | 100,400 | | | | 100,400 |
| 1.325 | Community Planning | 45,000 | | | 100,000 | | 145,000 | | | 45,000 | 100,000 | | | 145,000 |
| 1.335 | Geo-Spatial Referencing | 70,000 | | | | | 70,000 | | | 70,000 | | | | 70,000 |
| 1.350 | Willis Point Fire | 27,030 | - | - | | | 27,030 | | - | 12,000 | | 15,030 | | 27,030 |
| 1.352 | South Galiano Fire | 13,500 | - | 162,000 | | | 175,500 | | 162,000 | 13,500 | | | | 175,500 |
| 1.353 | Otter Point Fire | 141,000 | | 60,000 | | | 201,000 | | | 141,000 | | 60,000 | | 201,000 |
| 1.356 | Pender Island Fire | 10,000 | 400,000 | 115,000 | | | 525,000 | | | 410,000 | | 115,000 | | 525,000 |
| 1.357 | East Sooke Fire | 37,544 | 150,000 | 55,000 | | | 242,544 | 11,000 | | 166,044 | | 65,500 | | 242,544 |
| 1.358 | Port Renfrew Fire | 33,000 | | | | | 33,000 | | | 33,000 | | | | 33,000 |
| 1.360 | Shirley Fire Department | 10,000 | | | | | 10,000 | | | 10,000 | | | | 10,000 |
| 1.369 | Electoral Area Fire Services | 156,300 | | | | | 156,300 | | | | | 156,300 | | 156,300 |
| 1.370 | JDF Emergency Program | 11,710 | | | | | 11,710 | | | 11,710 | | | | 11,710 |
| 1.372 | Emergency Planning Coordination | - | | | | | - | | | - | | | | - |
| 1.373 | SGI Emergency Program | 47,000 | | | | | 47,000 | | | | | 47,000 | | 47,000 |
| 1.375 | Hazardous Material Incident Response | 90,000 | | | | | 90,000 | | | 90,000 | | | | 90,000 |
| 1.405 | JDF EA Community Parks & Recreation | | | | 215,000 | 50,000 | 265,000 | | | | 265,000 | | | 265,000 |
| 1.40x | SEAPARC | 350,700 | 20,000 | 585,000 | - | - | 955,700 | | - | 85,700 | 50,000 | 820,000 | | 955,700 |
| 1.44X | Panorama Recreation | 1,873,704 | 484,000 | 3,678,129 | 168,600 | 10,000 | 6,214,433 | 999,056 | 1,753,000 | 1,093,000 | 1,319,777 | 1,049,600 | | 6,214,433 |
| 1.455 | SSI Community Parks | 85,000 | 130,000 | | 735,000 | | 950,000 | | - | 55,000 | 750,000 | 75,000 | 70,000 | 950,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | 30,000 | | 35,000 | | | 5,000 | - | 30,000 | | 35,000 |
| 1.459 | SSI Park Land & Rec Programs | 30,000 | | 1,361,135 | 450,000 | 230,002 | 2,071,137 | 3,400 | - | 30,000 | 1,542,862 | 494,875 | | 2,071,137 |
| 1.465 | Saturna Island Community Parks | | | | 40,000 | | 40,000 | | | | | 40,000 | | 40,000 |
| 1.475 | Mayne Island Community Parks | 7,000 | | 14,000 | 3,000 | | 24,000 | | | | | 24,000 | | 24,000 |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2022**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.485 | Pender Island Community Parks | | | | 225,990 | | 225,990 | | | | | 225,990 | | 225,990 |
| 1.495 | Galiano Community Parks | | | | 63,000 | | 63,000 | 8,000 | | | 6,500 | 48,500 | | 63,000 |
| 1.521 | Environmental Resource Management | 773,000 | | - | 19,875,000 | | 20,648,000 | 875,000 | | 683,000 | | 19,090,000 | | 20,648,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | 25,000 | | 25,000 | | | | | 25,000 | | 25,000 |
| 1.575 | Environmental Administration Services | 10,430 | | | | | 10,430 | | | 10,430 | | | | 10,430 |
| 1.576 | Environmental Engineering Services | 40,000 | 155,000 | | | | 195,000 | 55,000 | | 140,000 | | | | 195,000 |
| 1.577 | IW - Environmental Operations | 1,845,000 | | | | | 1,845,000 | | | 1,845,000 | | | | 1,845,000 |
| 1.578 | Environmental Protection | 715,372 | 285,000 | | | | 1,000,372 | | | 1,000,372 | | | | 1,000,372 |
| 1.911 | 911 Call Answer | - | | | | | - | | | - | | | | - |
| 1.913 | 913 Fire Dispatch | 145,000 | | | | | 145,000 | | | 145,000 | | | | 145,000 |
| 2.610 | Saanich Peninsula Water Supply | 304,000 | | | 4,068,028 | | 4,372,028 | | - | 60,000 | | 4,312,028 | | 4,372,028 |
| 2.620 | Highland Water (SSI) | | | | 98,792 | | 98,792 | 98,792 | | | | | | 98,792 |
| 2.621 | Highland & Fernwood Water (SSI) | 40,000 | | | 140,000 | | 180,000 | | - | | 140,000 | 40,000 | | 180,000 |
| 2.622 | Cedars of Tuam Water (SSI) | 5,000 | | | 5,000 | | 10,000 | | - | | - | 10,000 | | 10,000 |
| 2.624 | Beddis Water (SSI) | 30,000 | | | - | | 30,000 | | - | | - | 30,000 | | 30,000 |
| 2.626 | Fulford Water (SSI) | 13,000 | | | 160,000 | | 173,000 | | - | | 70,000 | 103,000 | | 173,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 77,400 | | 77,400 | 33,500 | - | | - | 43,900 | | 77,400 |
| 2.630 | Magic Lake Estates Water (Pender) | 205,000 | | | 290,000 | | 495,000 | | - | | 2,500 | 292,500 | 200,000 | 495,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | 8,000 | | | 390,000 | | 398,000 | | - | | 390,000 | 8,000 | | 398,000 |
| 2.642 | Skana Water (Mayne) | 75,000 | | | 45,000 | | 120,000 | | 75,000 | | | 45,000 | | 120,000 |
| 2.650 | Port Renfrew Water | 30,000 | | | - | | 30,000 | 20,000 | - | | - | 10,000 | | 30,000 |
| 2.665 | Sticks Allison Water (Galiano) | - | | | 5,000 | | 5,000 | | | | | 5,000 | | 5,000 |
| 2.667 | Surfside Park Estates (Mayne) | 25,000 | | | - | | 25,000 | | - | | | 25,000 | | 25,000 |
| 2.670 | Regional Water Supply | 8,195,000 | 1,427,250 | 5,150,000 | 11,550,000 | 1,495,000 | 27,817,250 | 24,072,000 | - | 1,205,250 | 40,000 | | 2,500,000 | 27,817,250 |
| 2.680 | JDF Water Distribution | 1,080,000 | 1,060,000 | 265,000 | 35,786,000 | | 38,191,000 | 14,605,000 | 6,100,000 | 1,060,000 | | 10,675,000 | 5,751,000 | 38,191,000 |
| 2.681 | Florence Lake Water | | | | 300,000 | | 300,000 | | 300,000 | | | | | 300,000 |
| 2.691 | Wilderness Mountain Water Service | | | | 65,000 | | 65,000 | | - | | 45,000 | 20,000 | | 65,000 |
| 3.701 | Millstream Site Remediation | | | | | 750,000 | 750,000 | 457,500 | | | 292,500 | | | 750,000 |
| 3.705 | SSI Septage / Composting | | | | 414,158 | | 414,158 | | - | | 303,462 | 77,500 | 33,196 | 414,158 |
| 3.718 | Saanich Peninsula Wastewater | 67,500 | | | 3,070,000 | | 3,137,500 | 50,000 | - | 417,500 | | 2,670,000 | | 3,137,500 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | 120,000 | 133,000 | | 36,932,000 | | 37,185,000 | 1,610,100 | 18,279,000 | 828,000 | 14,992,900 | 1,475,000 | | 37,185,000 |
| 3.810 | Ganges Sewer Utility (SSI) | 190,000 | | | 487,500 | | 677,500 | | - | | 140,000 | 537,500 | | 677,500 |
| 3.820 | Maliview Sewer Utility (SSI) | | | | 300,000 | | 300,000 | | 300,000 | | - | - | | 300,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | 5,000 | | | 4,100,000 | | 4,105,000 | | 1,900,100 | | 2,202,400 | 2,500 | | 4,105,000 |
| 3.850 | Port Renfrew Sewer | | | | 75,000 | | 75,000 | | - | | 60,000 | 15,000 | | 75,000 |
| **TOTAL** | | **19,923,342** | **5,141,485** | **22,129,264** | **128,218,893** | **7,655,002** | **183,067,986** | **49,492,773** | **35,549,100** | **10,829,058** | **23,280,901** | **53,765,523** | **10,150,631** | **183,067,986** |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2023**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.011 | Board Expenditures | 21,500 | | | | | 21,500 | | | 21,500 | | | | 21,500 |
| 1.014 | CAO / Corporate Services | 9,328 | | | | | 9,328 | | | 9,328 | | | | 9,328 |
| 1.015 | Real Estate | - | | | | | - | | | - | | | | - |
| 1.016 | Human Resources | 4,695 | | | | | 4,695 | | | 4,695 | | | | 4,695 |
| 1.017 | Finance | 237,421 | | | | | 237,421 | 200,000 | | 37,421 | | | | 237,421 |
| 1.018 | Health & Capital Planning Strategies | 2,066 | | | | | 2,066 | | | 2,066 | | | | 2,066 |
| 1.022 | Information Technology | 1,295,136 | - | | | | 1,295,136 | 1,281,000 | | 14,136 | | | | 1,295,136 |
| 1.024 | GM - Planning & Protective Services | 2,066 | | | | | 2,066 | | | 2,066 | | | | 2,066 |
| 1.025 | Corporate Emergency | 6,000 | | | | | 6,000 | | | 6,000 | | | | 6,000 |
| 1.027 | First Nations Relations | 3,631 | | | | | 3,631 | | | 3,631 | | | | 3,631 |
| 1.105 | Facilities Management | 25,000 | 115,000 | | | | 140,000 | - | | 140,000 | | | | 140,000 |
| 1.106 | Facilities and Risk | | - | 1,515,000 | | | 1,515,000 | - | | - | - | 1,515,000 | | 1,515,000 |
| 1.107 | Corporate Satellite Facilities | | | 5,000 | | | 5,000 | 5,000 | | | | - | | 5,000 |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.110 | SGI Admin. Expenditures | 1,530 | | | | | 1,530 | | | 1,530 | | | | 1,530 |
| 1.111 | SSI Admin. Expenditures | 1,650 | | | | | 1,650 | | | 1,650 | | | | 1,650 |
| 1.118 | Corporate Communications | 227,066 | | | | | 227,066 | | | 2,066 | | 225,000 | | 227,066 |
| 1.123 | Family Court Building | | | 1,120,000 | | | 1,120,000 | - | | | 500,000 | 620,000 | - | 1,120,000 |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | | | - | | - |
| 1.141 | SSI Public Library | | | - | | | - | | | | - | - | | - |
| 1.226 | Health Facilities - VIHA | 400,000 | | 1,115,000 | - | | 1,515,000 | - | | | | 1,315,000 | 200,000 | 1,515,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 125,000 | | 125,000 | - | - | | | 125,000 | - | 125,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | 150,000 | | 150,000 | | | | 50,000 | 100,000 | | 150,000 |
| 1.238A | Community Transit (SSI) | | | | 40,000 | | 40,000 | | | | 5,000 | 35,000 | | 40,000 |
| 1.238B | Community Transportation (SSI) | | | | 431,500 | | 431,500 | | | | 365,000 | 66,500 | | 431,500 |
| 1.280 | Regional Parks | 107,000 | 507,000 | - | 5,322,000 | 5,000,000 | 10,936,000 | - | 5,000,000 | 507,000 | 1,868,000 | 3,561,000 | | 10,936,000 |
| 1.290 | Royal Theatre | - | | 730,000 | | | 730,000 | - | | | - | 380,000 | 350,000 | 730,000 |
| 1.295 | McPherson Theatre | - | | 325,000 | | | 325,000 | - | | | | 325,000 | | 325,000 |
| 1.297 | Arts Grants and Development | - | | | | | - | | | - | | | | - |
| 1.310 | Land Banking and Housing | 4,000 | | 150,425,666 | | | 150,429,666 | | 17,000,000 | 4,000 | 5,742,866 | | 127,682,800 | 150,429,666 |
| 1.313 | Animal Care Services | 4,120 | 18,000 | - | | | 22,120 | | | 22,120 | | | - | 22,120 |
| 1.318 | Building Inspection | 6,000 | 50,000 | | | | 56,000 | | | 56,000 | | | | 56,000 |
| 1.323 | ByLaw Services | 1,010 | 15,000 | | | | 16,010 | | | 16,010 | | | | 16,010 |
| 1.324 | Regional Planning Services | 43,000 | | | | | 43,000 | | | 43,000 | | | | 43,000 |
| 1.325 | Community Planning | 2,410 | | | - | | 2,410 | | | 2,410 | - | | | 2,410 |
| 1.335 | Geo-Spatial Referencing | 45,000 | | | | | 45,000 | | | 45,000 | | | | 45,000 |
| 1.350 | Willis Point Fire | 66,000 | 650,000 | 18,000 | | | 734,000 | | 275,000 | 441,000 | | 18,000 | | 734,000 |
| 1.352 | South Galiano Fire | 5,800 | - | - | | | 5,800 | | - | 5,800 | | | | 5,800 |
| 1.353 | Otter Point Fire | 28,300 | | 40,000 | | | 68,300 | | | 28,300 | | 40,000 | | 68,300 |
| 1.356 | Pender Island Fire | 10,000 | - | - | | | 10,000 | | | 10,000 | | - | | 10,000 |
| 1.357 | East Sooke Fire | 16,295 | - | - | | | 16,295 | - | | 16,295 | | - | | 16,295 |
| 1.358 | Port Renfrew Fire | - | | | | | - | | | - | | | | - |
| 1.360 | Shirley Fire Department | - | | | | | - | | | - | | | | - |
| 1.369 | Electoral Area Fire Services | - | | | | | - | | | | | - | | - |
| 1.370 | JDF Emergency Program | 7,470 | | | | | 7,470 | | | 7,470 | | | | 7,470 |
| 1.372 | Emergency Planning Coordination | - | | | | | - | | | - | | | | - |
| 1.373 | SGI Emergency Program | - | | | | | - | | | | | - | | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | 10,000 |
| 1.405 | JDF EA Community Parks & Recreation | | | | - | 50,000 | 50,000 | | | | 50,000 | | | 50,000 |
| 1.40x | SEAPARC | 262,000 | - | 50,000 | 1,025,000 | - | 1,337,000 | | - | 102,000 | 750,000 | 485,000 | | 1,337,000 |
| 1.44X | Panorama Recreation | 253,832 | 26,000 | 180,000 | - | - | 459,832 | - | - | 279,832 | 55,000 | 125,000 | | 459,832 |
| 1.455 | SSI Community Parks | 15,000 | 40,000 | | 1,095,000 | | 1,150,000 | | 1,000,000 | 15,000 | 55,000 | 80,000 | - | 1,150,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | 300,000 | | 305,000 | | | 5,000 | 200,000 | 100,000 | | 305,000 |
| 1.459 | SSI Park Land & Rec Programs | 62,500 | | 8,225,000 | 90,000 | 700,000 | 9,077,500 | - | 8,000,000 | 62,500 | 75,000 | 940,000 | | 9,077,500 |
| 1.465 | Saturna Island Community Parks | | | | 13,000 | | 13,000 | | | | | 13,000 | | 13,000 |
| 1.475 | Mayne Island Community Parks | - | | 5,000 | 10,000 | | 15,000 | | | | | 15,000 | | 15,000 |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2023** **Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.485 | Pender Island Community Parks | | | | 91,000 | | 91,000 | | | | | 91,000 | | 91,000 |
| 1.495 | Galiano Community Parks | | | | 10,000 | | 10,000 | - | | | - | 10,000 | | 10,000 |
| 1.521 | Environmental Resource Management | 283,000 | | - | 18,568,000 | | 18,851,000 | - | | 1,233,000 | | 17,618,000 | | 18,851,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | - | | - | | | | | - | | - |
| 1.575 | Environmental Administration Services | 15,660 | | | | | 15,660 | | | 15,660 | | | | 15,660 |
| 1.576 | Environmental Engineering Services | 40,000 | 40,000 | | | | 80,000 | - | | 80,000 | | | | 80,000 |
| 1.577 | IW - Environmental Operations | 663,500 | | | | | 663,500 | | | 663,500 | | | | 663,500 |
| 1.578 | Environmental Protection | 118,487 | 45,000 | | | | 163,487 | | | 163,487 | | | | 163,487 |
| 1.911 | 911 Call Answer | 1,000,000 | | | | | 1,000,000 | | | 1,000,000 | | | | 1,000,000 |
| 1.913 | 913 Fire Dispatch | - | | | | | - | | | - | | | | - |
| 2.610 | Saanich Peninsula Water Supply | - | | | 2,820,000 | | 2,820,000 | | 2,550,000 | 60,000 | | 210,000 | | 2,820,000 |
| 2.620 | Highland Water (SSI) | | | | - | | - | - | | | | | | - |
| 2.621 | Highland & Fernwood Water (SSI) | 240,000 | | | 765,000 | | 1,005,000 | | 805,000 | | 200,000 | - | | 1,005,000 |
| 2.622 | Cedars of Tuam Water (SSI) | 15,000 | | | 270,000 | | 285,000 | | 97,000 | | 188,000 | - | | 285,000 |
| 2.624 | Beddis Water (SSI) | - | | | 63,000 | | 63,000 | | - | | - | 63,000 | | 63,000 |
| 2.626 | Fulford Water (SSI) | 831,000 | | | - | | 831,000 | | 500,000 | | 300,000 | 31,000 | | 831,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 236,500 | | 236,500 | - | 90,000 | | 140,000 | 6,500 | | 236,500 |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 325,000 | | 325,000 | | - | | - | 25,000 | 300,000 | 325,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | 58,000 | | | 30,000 | | 88,000 | | 53,000 | | 20,000 | 15,000 | | 88,000 |
| 2.642 | Skana Water (Mayne) | 674,120 | | | 35,000 | | 709,120 | | 709,120 | | | - | | 709,120 |
| 2.650 | Port Renfrew Water | 10,000 | | | 1,638,918 | | 1,648,918 | - | 50,000 | | 1,573,918 | 25,000 | | 1,648,918 |
| 2.665 | Sticks Allison Water (Galiano) | 5,000 | | | - | | 5,000 | | | | | 5,000 | | 5,000 |
| 2.667 | Surfside Park Estates (Mayne) | - | | | 15,000 | | 15,000 | | - | | | 15,000 | | 15,000 |
| 2.670 | Regional Water Supply | 3,135,000 | 406,000 | 3,060,000 | 17,735,000 | 895,000 | 25,231,000 | 12,625,000 | 9,700,000 | 406,000 | - | | 2,500,000 | 25,231,000 |
| 2.680 | JDF Water Distribution | 165,000 | 270,000 | 265,000 | 10,655,000 | | 11,355,000 | 5,965,000 | 5,100,000 | 270,000 | | 20,000 | - | 11,355,000 |
| 2.681 | Florence Lake Water | | | | - | | - | | - | | | | | - |
| 2.691 | Wilderness Mountain Water Service | | | | 500,000 | | 500,000 | | 500,000 | | - | - | | 500,000 |
| 3.701 | Millstream Site Remediation | | | | | - | - | - | | | - | | | - |
| 3.705 | SSI Septage / Composting | | | | 180,000 | | 180,000 | | - | | - | 180,000 | - | 180,000 |
| 3.718 | Saanich Peninsula Wastewater | - | | | 550,000 | | 550,000 | 50,000 | - | 150,000 | | 350,000 | | 550,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | 263,000 | | 8,030,100 | | 8,293,100 | 1,331,100 | 6,800,000 | 162,000 | - | - | | 8,293,100 |
| 3.810 | Ganges Sewer Utility (SSI) | 607,000 | | | 800,000 | | 1,407,000 | | 1,330,000 | | - | 77,000 | | 1,407,000 |
| 3.820 | Maliview Sewer Utility (SSI) | | | | 1,910,000 | | 1,910,000 | | 1,910,000 | | - | - | | 1,910,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | - | | | 4,600,000 | | 4,600,000 | | 1,666,800 | | 2,933,200 | - | | 4,600,000 |
| 3.850 | Port Renfrew Sewer | | | | 150,000 | | 150,000 | | 150,000 | | - | - | | 150,000 |
| **TOTAL** | | **11,052,593** | **2,445,000** | **167,078,666** | **78,579,018** | **6,645,000** | **265,800,277** | **21,457,100** | **63,285,920** | **6,128,473** | **15,070,984** | **28,825,000** | **131,032,800** | **265,800,277** |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2024**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.011 | Board Expenditures | 37,000 | | | | | 37,000 | | | 37,000 | | | | 37,000 |
| 1.014 | CAO / Corporate Services | 5,728 | | | | | 5,728 | | | 5,728 | | | | 5,728 |
| 1.015 | Real Estate | 2,066 | | | | | 2,066 | | | 2,066 | | | | 2,066 |
| 1.016 | Human Resources | 6,260 | | | | | 6,260 | | | 6,260 | | | | 6,260 |
| 1.017 | Finance | 155,949 | | | | | 155,949 | 100,000 | | 55,949 | | | | 155,949 |
| 1.018 | Health & Capital Planning Strategies | 1,565 | | | | | 1,565 | | | 1,565 | | | | 1,565 |
| 1.022 | Information Technology | 1,708,084 | - | | | | 1,708,084 | 1,661,000 | | 47,084 | | | | 1,708,084 |
| 1.024 | GM - Planning & Protective Services | - | | | | | - | | | - | | | | - |
| 1.025 | Corporate Emergency | 8,000 | | | | | 8,000 | | | 8,000 | | | | 8,000 |
| 1.027 | First Nations Relations | 1,565 | | | | | 1,565 | | | 1,565 | | | | 1,565 |
| 1.105 | Facilities Management | 10,000 | 50,000 | | | | 60,000 | - | | 60,000 | | | | 60,000 |
| 1.106 | Facilities and Risk | | - | 1,100,000 | | | 1,100,000 | - | | - | 500,000 | 600,000 | | 1,100,000 |
| 1.107 | Corporate Satellite Facilities | | | 5,000 | | | 5,000 | 5,000 | | | | - | | 5,000 |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.110 | SGI Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.111 | SSI Admin. Expenditures | 5,400 | | | | | 5,400 | | | 5,400 | | | | 5,400 |
| 1.118 | Corporate Communications | 178,130 | | | | | 178,130 | | | 3,130 | | 175,000 | | 178,130 |
| 1.123 | Family Court Building | | | 135,000 | | | 135,000 | - | | | - | 85,000 | 50,000 | 135,000 |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | | | - | | - |
| 1.141 | SSI Public Library | | | - | | | - | | | | - | - | | - |
| 1.226 | Health Facilities - VIHA | - | | 925,000 | - | | 925,000 | - | | | | 550,000 | 375,000 | 925,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 175,000 | | 175,000 | - | - | | | 175,000 | - | 175,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | - | | - | | | | - | - | | - |
| 1.238A | Community Transit (SSI) | | | | 40,000 | | 40,000 | | | | 5,000 | 35,000 | | 40,000 |
| 1.238B | Community Transportation (SSI) | | | | 96,000 | | 96,000 | | | | 60,000 | 36,000 | | 96,000 |
| 1.280 | Regional Parks | 61,000 | 555,000 | - | 2,774,126 | 5,000,000 | 8,390,126 | 56,063 | 5,000,000 | 555,000 | 2,000,000 | 779,063 | | 8,390,126 |
| 1.290 | Royal Theatre | - | | 750,000 | | | 750,000 | - | | | - | 375,000 | 375,000 | 750,000 |
| 1.295 | McPherson Theatre | - | | 300,000 | | | 300,000 | - | | | | 300,000 | | 300,000 |
| 1.297 | Arts Grants and Development | - | | | | | - | | | - | | | | - |
| 1.310 | Land Banking and Housing | 10,000 | | 42,500,000 | | | 42,510,000 | | 8,500,000 | 10,000 | - | | 34,000,000 | 42,510,000 |
| 1.313 | Animal Care Services | 4,205 | 18,000 | - | | | 22,205 | | | 22,205 | | | - | 22,205 |
| 1.318 | Building Inspection | 5,500 | - | | | | 5,500 | | | 5,500 | | | | 5,500 |
| 1.323 | ByLaw Services | 1,030 | 15,000 | | | | 16,030 | | | 16,030 | | | | 16,030 |
| 1.324 | Regional Planning Services | 7,000 | | | | | 7,000 | | | 7,000 | | | | 7,000 |
| 1.325 | Community Planning | 3,910 | | | - | | 3,910 | | | 3,910 | - | | | 3,910 |
| 1.335 | Geo-Spatial Referencing | 40,000 | | | | | 40,000 | | | 40,000 | | | | 40,000 |
| 1.350 | Willis Point Fire | 6,000 | - | 3,500 | | | 9,500 | | - | 6,000 | | 3,500 | | 9,500 |
| 1.352 | South Galiano Fire | 5,000 | 600,000 | - | | | 605,000 | | - | 605,000 | | | | 605,000 |
| 1.353 | Otter Point Fire | 15,000 | | 40,000 | | | 55,000 | | | 15,000 | | 40,000 | | 55,000 |
| 1.356 | Pender Island Fire | 28,000 | - | - | | | 28,000 | | | 28,000 | | - | | 28,000 |
| 1.357 | East Sooke Fire | 16,551 | 160,000 | - | | | 176,551 | - | | 176,551 | | - | | 176,551 |
| 1.358 | Port Renfrew Fire | - | | | | | - | | | - | | | | - |
| 1.360 | Shirley Fire Department | - | | | | | - | | | - | | | | - |
| 1.369 | Electoral Area Fire Services | - | | | | | - | | | | | - | | - |
| 1.370 | JDF Emergency Program | - | | | | | - | | | - | | | | - |
| 1.372 | Emergency Planning Coordination | 2,500 | | | | | 2,500 | | | 2,500 | | | | 2,500 |
| 1.373 | SGI Emergency Program | - | | | | | - | | | | | - | | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | 10,000 |
| 1.405 | JDF EA Community Parks & Recreation | | | | - | - | - | | | | - | | | - |
| 1.40x | SEAPARC | 67,000 | - | 250,000 | 10,000 | 500,000 | 827,000 | | 500,000 | 62,000 | - | 265,000 | | 827,000 |
| 1.44X | Panorama Recreation | 346,172 | - | 136,000 | - | - | 482,172 | - | - | 346,172 | - | 136,000 | | 482,172 |
| 1.455 | SSI Community Parks | 5,000 | - | | 100,000 | | 105,000 | | - | 5,000 | 55,000 | 45,000 | - | 105,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | 5,000 | | 10,000 | | | 5,000 | - | 5,000 | | 10,000 |
| 1.459 | SSI Park Land & Rec Programs | 35,000 | | 2,605,000 | 50,000 | - | 2,690,000 | - | - | 35,000 | 2,525,000 | 130,000 | | 2,690,000 |
| 1.465 | Saturna Island Community Parks | | | | 6,000 | | 6,000 | | | | | 6,000 | | 6,000 |
| 1.475 | Mayne Island Community Parks | - | | - | 10,000 | | 10,000 | | | | | 10,000 | | 10,000 |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2024**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.485 | Pender Island Community Parks | | | | 31,450 | | 31,450 | | | | | 31,450 | | 31,450 |
| 1.495 | Galiano Community Parks | | | | 15,500 | | 15,500 | - | | | - | 15,500 | | 15,500 |
| 1.521 | Environmental Resource Management | 283,000 | | 350,000 | 10,950,000 | | 11,583,000 | 250,000 | | 283,000 | | 11,050,000 | | 11,583,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | - | | - | | | | | - | | - |
| 1.575 | Environmental Administration Services | 6,000 | | | | | 6,000 | | | 6,000 | | | | 6,000 |
| 1.576 | Environmental Engineering Services | 40,000 | 80,000 | | | | 120,000 | - | | 120,000 | | | | 120,000 |
| 1.577 | IW - Environmental Operations | 184,000 | | | | | 184,000 | | | 184,000 | | | | 184,000 |
| 1.578 | Environmental Protection | 141,384 | 43,000 | | | | 184,384 | | | 184,384 | | | | 184,384 |
| 1.911 | 911 Call Answer | - | | | | | - | | | - | | | | - |
| 1.913 | 913 Fire Dispatch | - | | | | | - | | | - | | | | - |
| 2.610 | Saanich Peninsula Water Supply | 150,000 | | | 5,770,000 | | 5,920,000 | | 5,550,000 | 60,000 | | 310,000 | | 5,920,000 |
| 2.620 | Highland Water (SSI) | | | | - | | - | - | | | | | | - |
| 2.621 | Highland & Fernwood Water (SSI) | 45,000 | | | 1,500,000 | | 1,545,000 | | 1,250,000 | | 250,000 | 45,000 | | 1,545,000 |
| 2.622 | Cedars of Tuam Water (SSI) | - | | | 1,474,000 | | 1,474,000 | | 508,000 | | 966,000 | - | | 1,474,000 |
| 2.624 | Beddis Water (SSI) | 160,000 | | | 446,000 | | 606,000 | | 290,000 | | 200,000 | 116,000 | | 606,000 |
| 2.626 | Fulford Water (SSI) | 710,000 | | | - | | 710,000 | | 700,000 | | - | 10,000 | | 710,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 30,000 | | 30,000 | - | - | | - | 30,000 | | 30,000 |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 140,000 | | 140,000 | | - | | - | 140,000 | - | 140,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | - | | | 645,600 | | 645,600 | | 225,000 | | 420,600 | - | | 645,600 |
| 2.642 | Skana Water (Mayne) | - | | | - | | - | | - | | | - | | - |
| 2.650 | Port Renfrew Water | 260,000 | | | 200,000 | | 460,000 | - | 450,000 | | - | 10,000 | | 460,000 |
| 2.665 | Sticks Allison Water (Galiano) | - | | | - | | - | | | | | - | | - |
| 2.667 | Surfside Park Estates (Mayne) | - | | | 500,000 | | 500,000 | | 500,000 | | | - | | 500,000 |
| 2.670 | Regional Water Supply | 1,105,000 | 290,000 | 60,000 | 19,925,000 | 590,000 | 21,970,000 | 14,580,000 | 7,100,000 | 290,000 | - | | - | 21,970,000 |
| 2.680 | JDF Water Distribution | 165,000 | 400,000 | 265,000 | 6,535,000 | | 7,365,000 | 6,945,000 | - | 400,000 | | 20,000 | - | 7,365,000 |
| 2.681 | Florence Lake Water | | | | - | | - | | - | | | | | - |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | - | | - | - | | - |
| 3.701 | Millstream Site Remediation | | | | | - | - | - | | | - | | | - |
| 3.705 | SSI Septage / Composting | | | | 2,000,000 | | 2,000,000 | | 2,000,000 | | - | - | - | 2,000,000 |
| 3.718 | Saanich Peninsula Wastewater | 1,180,000 | | | 1,285,000 | | 2,465,000 | - | 2,015,000 | 150,000 | | 300,000 | | 2,465,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | - | | 11,280,000 | | 11,280,000 | - | 11,150,000 | 130,000 | - | - | | 11,280,000 |
| 3.810 | Ganges Sewer Utility (SSI) | 25,000 | | | - | | 25,000 | | - | | - | 25,000 | | 25,000 |
| 3.820 | Maliview Sewer Utility (SSI) | | | | 41,000 | | 41,000 | | - | | 32,000 | 9,000 | | 41,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | - | | | 709,350 | | 709,350 | | 189,180 | | 520,170 | - | | 709,350 |
| 3.850 | Port Renfrew Sewer | | | | 1,350,000 | | 1,350,000 | | 1,350,000 | | - | - | | 1,350,000 |
| **TOTAL** | | **7,247,999** | **2,211,000** | **49,424,500** | **68,094,026** | **6,090,000** | **133,067,525** | **23,597,063** | **47,277,180** | **3,996,999** | **7,533,770** | **15,862,513** | **34,800,000** | **133,067,525** |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2025**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.011 | Board Expenditures | 96,500 | | | | | 96,500 | | | 96,500 | | | | 96,500 |
| 1.014 | CAO / Corporate Services | 4,132 | | | | | 4,132 | | | 4,132 | | | | 4,132 |
| 1.015 | Real Estate | 1,033 | | | | | 1,033 | | | 1,033 | | | | 1,033 |
| 1.016 | Human Resources | - | | | | | - | | | - | | | | - |
| 1.017 | Finance | 22,386 | | | | | 22,386 | - | | 22,386 | | | | 22,386 |
| 1.018 | Health & Capital Planning Strategies | 3,130 | | | | | 3,130 | | | 3,130 | | | | 3,130 |
| 1.022 | Information Technology | 2,019,272 | - | | | | 2,019,272 | 1,989,000 | | 30,272 | | | | 2,019,272 |
| 1.024 | GM - Planning & Protective Services | - | | | | | - | | | - | | | | - |
| 1.025 | Corporate Emergency | - | | | | | - | | | - | | | | - |
| 1.027 | First Nations Relations | - | | | | | - | | | - | | | | - |
| 1.105 | Facilities Management | 10,000 | 50,000 | | | | 60,000 | - | | 60,000 | | | | 60,000 |
| 1.106 | Facilities and Risk | | - | 1,700,000 | | | 1,700,000 | - | | - | 750,000 | 950,000 | | 1,700,000 |
| 1.107 | Corporate Satellite Facilities | | | 5,000 | | | 5,000 | 5,000 | | | | - | | 5,000 |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.110 | SGI Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.111 | SSI Admin. Expenditures | 2,750 | | | | | 2,750 | | | 2,750 | | | | 2,750 |
| 1.118 | Corporate Communications | 1,033 | | | | | 1,033 | | | 1,033 | | - | | 1,033 |
| 1.123 | Family Court Building | | | 10,000 | | | 10,000 | - | | | - | 10,000 | - | 10,000 |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | | | - | | - |
| 1.141 | SSI Public Library | | | - | | | - | | | | - | - | | - |
| 1.226 | Health Facilities - VIHA | - | | 955,000 | 75,000 | | 1,030,000 | - | | | | 370,000 | 660,000 | 1,030,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 50,000 | | 50,000 | - | - | | | 50,000 | - | 50,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | - | | - | | | | - | - | | - |
| 1.238A | Community Transit (SSI) | | | | 40,000 | | 40,000 | | | | 5,000 | 35,000 | | 40,000 |
| 1.238B | Community Transportation (SSI) | | | | 106,000 | | 106,000 | | | | 60,000 | 46,000 | | 106,000 |
| 1.280 | Regional Parks | 63,000 | 370,000 | 385,000 | 5,417,000 | 5,000,000 | 11,235,000 | - | 5,000,000 | 370,000 | 2,000,000 | 3,865,000 | | 11,235,000 |
| 1.290 | Royal Theatre | - | | 1,793,000 | | | 1,793,000 | - | | | - | 93,000 | 1,700,000 | 1,793,000 |
| 1.295 | McPherson Theatre | - | | 300,000 | | | 300,000 | - | | | | 300,000 | | 300,000 |
| 1.297 | Arts Grants and Development | - | | | | | - | | | - | | | | - |
| 1.310 | Land Banking and Housing | 2,000 | | - | | | 2,000 | | - | 2,000 | - | | - | 2,000 |
| 1.313 | Animal Care Services | - | - | - | | | - | | | - | | | - | - |
| 1.318 | Building Inspection | 4,500 | - | | | | 4,500 | | | 4,500 | | | | 4,500 |
| 1.323 | ByLaw Services | - | - | | | | - | | | - | | | | - |
| 1.324 | Regional Planning Services | 5,000 | | | | | 5,000 | | | 5,000 | | | | 5,000 |
| 1.325 | Community Planning | - | | | - | | - | | | - | - | | | - |
| 1.335 | Geo-Spatial Referencing | - | | | | | - | | | - | | | | - |
| 1.350 | Willis Point Fire | 56,000 | - | - | | | 56,000 | | - | 56,000 | | - | | 56,000 |
| 1.352 | South Galiano Fire | 5,000 | - | - | | | 5,000 | | - | 5,000 | | | | 5,000 |
| 1.353 | Otter Point Fire | 15,000 | | 40,000 | | | 55,000 | | | 15,000 | | 40,000 | | 55,000 |
| 1.356 | Pender Island Fire | 105,000 | - | - | | | 105,000 | | | 105,000 | | - | | 105,000 |
| 1.357 | East Sooke Fire | 19,512 | - | - | | | 19,512 | - | | 19,512 | | - | | 19,512 |
| 1.358 | Port Renfrew Fire | - | | | | | - | | | - | | | | - |
| 1.360 | Shirley Fire Department | - | | | | | - | | | - | | | | - |
| 1.369 | Electoral Area Fire Services | - | | | | | - | | | | | - | | - |
| 1.370 | JDF Emergency Program | - | | | | | - | | | - | | | | - |
| 1.372 | Emergency Planning Coordination | - | | | | | - | | | - | | | | - |
| 1.373 | SGI Emergency Program | - | | | | | - | | | | | - | | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | 10,000 |
| 1.405 | JDF EA Community Parks & Recreation | | | | - | - | - | | | | - | | | - |
| 1.40x | SEAPARC | 87,000 | 40,000 | 100,000 | 200,000 | - | 427,000 | | - | 122,000 | - | 305,000 | | 427,000 |
| 1.44X | Panorama Recreation | 533,262 | - | 250,000 | - | - | 783,262 | - | - | 398,262 | - | 385,000 | | 783,262 |
| 1.455 | SSI Community Parks | 5,000 | 55,000 | | 85,000 | | 145,000 | | - | 60,000 | 55,000 | 30,000 | - | 145,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | - | | 5,000 | | | 5,000 | - | - | | 5,000 |
| 1.459 | SSI Park Land & Rec Programs | 40,000 | | 55,000 | - | 100,000 | 195,000 | - | - | 30,000 | 25,000 | 140,000 | | 195,000 |
| 1.465 | Saturna Island Community Parks | | | | 6,000 | | 6,000 | | | | | 6,000 | | 6,000 |
| 1.475 | Mayne Island Community Parks | - | | - | 15,000 | | 15,000 | | | | | 15,000 | | 15,000 |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2025**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.485 | Pender Island Community Parks | | | | - | | - | | | | | - | | - |
| 1.495 | Galiano Community Parks | | | | 4,900 | | 4,900 | - | | | - | 4,900 | | 4,900 |
| 1.521 | Environmental Resource Management | 285,000 | | - | 2,700,000 | | 2,985,000 | - | | 285,000 | | 2,700,000 | | 2,985,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | - | | - | | | | | - | | - |
| 1.575 | Environmental Administration Services | 6,000 | | | | | 6,000 | | | 6,000 | | | | 6,000 |
| 1.576 | Environmental Engineering Services | 40,000 | 45,000 | | | | 85,000 | - | | 85,000 | | | | 85,000 |
| 1.577 | IW - Environmental Operations | 705,000 | | | | | 705,000 | | | 705,000 | | | | 705,000 |
| 1.578 | Environmental Protection | 54,350 | 90,000 | | | | 144,350 | | | 144,350 | | | | 144,350 |
| 1.911 | 911 Call Answer | - | | | | | - | | | - | | | | - |
| 1.913 | 913 Fire Dispatch | - | | | | | - | | | - | | | | - |
| 2.610 | Saanich Peninsula Water Supply | - | | | 5,324,000 | | 5,324,000 | | 4,500,000 | 60,000 | | 764,000 | | 5,324,000 |
| 2.620 | Highland Water (SSI) | | | | - | | - | - | | | | | | - |
| 2.621 | Highland & Fernwood Water (SSI) | 40,000 | | | - | | 40,000 | | - | | - | 40,000 | | 40,000 |
| 2.622 | Cedars of Tuam Water (SSI) | - | | | - | | - | | - | | - | - | | - |
| 2.624 | Beddis Water (SSI) | - | | | - | | - | | - | | - | - | | - |
| 2.626 | Fulford Water (SSI) | 700,000 | | | - | | 700,000 | | 700,000 | | - | - | | 700,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 10,000 | | 10,000 | - | - | | - | 10,000 | | 10,000 |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 47,000 | | 47,000 | | - | | - | 47,000 | - | 47,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | - | | | - | | - | | - | | - | - | | - |
| 2.642 | Skana Water (Mayne) | - | | | - | | - | | - | | | - | | - |
| 2.650 | Port Renfrew Water | 10,000 | | | - | | 10,000 | - | - | | - | 10,000 | | 10,000 |
| 2.665 | Sticks Allison Water (Galiano) | - | | | - | | - | | | | | - | | - |
| 2.667 | Surfside Park Estates (Mayne) | - | | | 1,500,000 | | 1,500,000 | | 1,500,000 | | | - | | 1,500,000 |
| 2.670 | Regional Water Supply | 925,000 | 450,000 | 40,000 | 20,725,000 | 430,000 | 22,570,000 | 15,780,000 | 6,340,000 | 450,000 | - | | - | 22,570,000 |
| 2.680 | JDF Water Distribution | 165,000 | 240,000 | 265,000 | 6,330,000 | | 7,000,000 | 6,740,000 | - | 240,000 | | 20,000 | - | 7,000,000 |
| 2.681 | Florence Lake Water | | | | - | | - | | - | | | | | - |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | - | | - | - | | - |
| 3.701 | Millstream Site Remediation | | | | | - | - | - | | | - | | | - |
| 3.705 | SSI Septage / Composting | | | | 50,000 | | 50,000 | | - | | 40,000 | 10,000 | - | 50,000 |
| 3.718 | Saanich Peninsula Wastewater | - | | | 560,000 | | 560,000 | - | 350,000 | 150,000 | | 60,000 | | 560,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | - | | 17,380,000 | | 17,380,000 | - | 17,350,000 | 30,000 | - | - | | 17,380,000 |
| 3.810 | Ganges Sewer Utility (SSI) | - | | | - | | - | | - | | - | - | | - |
| 3.820 | Maliview Sewer Utility (SSI) | | | | - | | - | | - | | - | - | | - |
| 3.830 | Magic Lake Sewer Utility (Pender) | - | | | - | | - | | - | | - | - | | - |
| 3.850 | Port Renfrew Sewer | | | | 400,000 | | 400,000 | | 400,000 | | - | - | | 400,000 |
| **TOTAL** | | **6,045,860** | **1,340,000** | **5,898,000** | **61,024,900** | **5,530,000** | **79,838,760** | **24,514,000** | **36,140,000** | **3,583,860** | **2,935,000** | **10,305,900** | **2,360,000** | **79,838,760** |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2026**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.011 | Board Expenditures | 50,000 | | | | | 50,000 | | | 50,000 | | | | 50,000 |
| 1.014 | CAO / Corporate Services | 4,132 | | | | | 4,132 | | | 4,132 | | | | 4,132 |
| 1.015 | Real Estate | - | | | | | - | | | - | | | | - |
| 1.016 | Human Resources | 1,033 | | | | | 1,033 | | | 1,033 | | | | 1,033 |
| 1.017 | Finance | 15,557 | | | | | 15,557 | - | | 15,557 | | | | 15,557 |
| 1.018 | Health & Capital Planning Strategies | - | | | | | - | | | - | | | | - |
| 1.022 | Information Technology | 1,751,746 | - | | | | 1,751,746 | 1,704,000 | | 47,746 | | | | 1,751,746 |
| 1.024 | GM - Planning & Protective Services | 1,565 | | | | | 1,565 | | | 1,565 | | | | 1,565 |
| 1.025 | Corporate Emergency | - | | | | | - | | | - | | | | - |
| 1.027 | First Nations Relations | 1,033 | | | | | 1,033 | | | 1,033 | | | | 1,033 |
| 1.105 | Facilities Management | 10,000 | - | | | | 10,000 | - | | 10,000 | | | | 10,000 |
| 1.106 | Facilities and Risk | | - | 135,000 | | | 135,000 | - | | - | - | 135,000 | | 135,000 |
| 1.107 | Corporate Satellite Facilities | | | 5,000 | | | 5,000 | 5,000 | | | | - | | 5,000 |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.110 | SGI Admin. Expenditures | - | | | | | - | | | - | | | | - |
| 1.111 | SSI Admin. Expenditures | 8,900 | | | | | 8,900 | | | 8,900 | | | | 8,900 |
| 1.118 | Corporate Communications | 6,229 | | | | | 6,229 | | | 6,229 | | - | | 6,229 |
| 1.123 | Family Court Building | | | - | | | - | - | | | - | - | - | - |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | | | - | | - |
| 1.141 | SSI Public Library | | | - | | | - | | | | - | - | | - |
| 1.226 | Health Facilities - VIHA | - | | 937,500 | - | | 937,500 | - | | | | 737,500 | 200,000 | 937,500 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 50,000 | | 50,000 | - | - | | | 50,000 | - | 50,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | - | | - | | | | - | - | | - |
| 1.238A | Community Transit (SSI) | | | | 40,000 | | 40,000 | | | | 5,000 | 35,000 | | 40,000 |
| 1.238B | Community Transportation (SSI) | | | | 118,000 | | 118,000 | | | | 80,000 | 38,000 | | 118,000 |
| 1.280 | Regional Parks | 69,000 | 230,000 | - | 2,477,000 | 5,000,000 | 7,776,000 | 60,000 | 5,000,000 | 230,000 | - | 2,486,000 | | 7,776,000 |
| 1.290 | Royal Theatre | - | | - | | | - | - | | | - | - | - | - |
| 1.295 | McPherson Theatre | - | | 238,000 | | | 238,000 | - | | | | 238,000 | | 238,000 |
| 1.297 | Arts Grants and Development | - | | | | | - | | | - | | | | - |
| 1.310 | Land Banking and Housing | 2,000 | | - | | | 2,000 | | - | 2,000 | - | | - | 2,000 |
| 1.313 | Animal Care Services | - | - | - | | | - | | | - | | | - | - |
| 1.318 | Building Inspection | 6,000 | 50,000 | | | | 56,000 | | | 56,000 | | | | 56,000 |
| 1.323 | ByLaw Services | - | - | | | | - | | | - | | | | - |
| 1.324 | Regional Planning Services | 3,000 | | | | | 3,000 | | | 3,000 | | | | 3,000 |
| 1.325 | Community Planning | - | | | - | | - | | | - | - | | | - |
| 1.335 | Geo-Spatial Referencing | - | | | | | - | | | - | | | | - |
| 1.350 | Willis Point Fire | - | - | - | | | - | | - | - | | - | | - |
| 1.352 | South Galiano Fire | 10,000 | - | - | | | 10,000 | | - | 10,000 | | | | 10,000 |
| 1.353 | Otter Point Fire | 20,000 | | 40,000 | | | 60,000 | | | 20,000 | | 40,000 | | 60,000 |
| 1.356 | Pender Island Fire | 23,000 | - | - | | | 23,000 | | | 23,000 | | - | | 23,000 |
| 1.357 | East Sooke Fire | 41,578 | - | - | | | 41,578 | - | | 41,578 | | - | | 41,578 |
| 1.358 | Port Renfrew Fire | - | | | | | - | | | - | | | | - |
| 1.360 | Shirley Fire Department | - | | | | | - | | | - | | | | - |
| 1.369 | Electoral Area Fire Services | - | | | | | - | | | | | - | | - |
| 1.370 | JDF Emergency Program | - | | | | | - | | | - | | | | - |
| 1.372 | Emergency Planning Coordination | - | | | | | - | | | - | | | | - |
| 1.373 | SGI Emergency Program | - | | | | | - | | | | | - | | - |
| 1.375 | Hazardous Material Incident Response | - | | | | | - | | | - | | | | - |
| 1.405 | JDF EA Community Parks & Recreation | | | | - | - | - | | | | - | | | - |
| 1.40x | SEAPARC | 242,000 | - | 151,000 | 25,000 | - | 418,000 | | - | 47,000 | - | 371,000 | | 418,000 |
| 1.44X | Panorama Recreation | 432,630 | - | 305,000 | - | - | 737,630 | - | - | 432,630 | - | 305,000 | | 737,630 |
| 1.455 | SSI Community Parks | 5,000 | - | | 90,000 | | 95,000 | | - | 5,000 | 30,000 | 60,000 | - | 95,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | 5,000 | | 10,000 | | | 5,000 | - | 5,000 | | 10,000 |
| 1.459 | SSI Park Land & Rec Programs | 40,000 | | 25,000 | - | - | 65,000 | - | - | 40,000 | 25,000 | - | | 65,000 |
| 1.465 | Saturna Island Community Parks | | | | - | | - | | | | | - | | - |
| 1.475 | Mayne Island Community Parks | - | | - | - | | - | | | | | - | | - |

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2026**

**Schedule B**

| | | CAPITAL EXPENDITURE | | | | | | SOURCE OF FUNDING | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service # | Service Name | Equipment | Vehicles | Buildings | Engineered Structures | Land | TOTAL | Capital Funds on Hand | Debenture Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | TOTAL |
| 1.485 | Pender Island Community Parks | | | | - | | - | | | | | - | | - |
| 1.495 | Galiano Community Parks | | | | 24,000 | | 24,000 | - | | | - | 24,000 | | 24,000 |
| 1.521 | Environmental Resource Management | 350,000 | | - | 1,850,000 | | 2,200,000 | 150,000 | | 350,000 | | 1,700,000 | | 2,200,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | - | | - | | | | | - | | - |
| 1.575 | Environmental Administration Services | 6,000 | | | | | 6,000 | | | 6,000 | | | | 6,000 |
| 1.576 | Environmental Engineering Services | 40,000 | 45,000 | | | | 85,000 | - | | 85,000 | | | | 85,000 |
| 1.577 | IW - Environmental Operations | 615,000 | | | | | 615,000 | | | 615,000 | | | | 615,000 |
| 1.578 | Environmental Protection | 123,372 | 43,000 | | | | 166,372 | | | 166,372 | | | | 166,372 |
| 1.911 | 911 Call Answer | - | | | | | - | | | - | | | | - |
| 1.913 | 913 Fire Dispatch | - | | | | | - | | | - | | | | - |
| 2.610 | Saanich Peninsula Water Supply | - | | | 510,000 | | 510,000 | | 300,000 | 60,000 | | 150,000 | | 510,000 |
| 2.620 | Highland Water (SSI) | | | | - | | - | - | | | | | | - |
| 2.621 | Highland & Fernwood Water (SSI) | - | | | - | | - | | - | | - | - | | - |
| 2.622 | Cedars of Tuam Water (SSI) | - | | | - | | - | | - | | - | - | | - |
| 2.624 | Beddis Water (SSI) | - | | | - | | - | | - | | - | - | | - |
| 2.626 | Fulford Water (SSI) | 700,000 | | | - | | 700,000 | | 700,000 | | - | - | | 700,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | - | | - | - | - | | - | - | | - |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 145,000 | | 145,000 | | 145,000 | | - | - | - | 145,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | - | | | - | | - | | - | | - | - | | - |
| 2.642 | Skana Water (Mayne) | - | | | - | | - | | - | | | - | | - |
| 2.650 | Port Renfrew Water | 10,000 | | | 200,000 | | 210,000 | - | 200,000 | | - | 10,000 | | 210,000 |
| 2.665 | Sticks Allison Water (Galiano) | - | | | - | | - | | | | | - | | - |
| 2.667 | Surfside Park Estates (Mayne) | - | | | - | | - | | - | | | - | | - |
| 2.670 | Regional Water Supply | 735,000 | 200,000 | 40,000 | 3,000,000 | 235,000 | 4,210,000 | 4,010,000 | - | 200,000 | - | | - | 4,210,000 |
| 2.680 | JDF Water Distribution | 125,000 | 124,000 | 265,000 | 5,810,000 | | 6,324,000 | 6,200,000 | - | 124,000 | | - | - | 6,324,000 |
| 2.681 | Florence Lake Water | | | | - | | - | | - | | | | | - |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | - | | - | - | | - |
| 3.701 | Millstream Site Remediation | | | | | - | - | - | | | - | | | - |
| 3.705 | SSI Septage / Composting | | | | - | | - | | - | | - | - | - | - |
| 3.718 | Saanich Peninsula Wastewater | - | | | 400,000 | | 400,000 | - | 250,000 | 150,000 | | - | | 400,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | - | | 1,510,000 | | 1,510,000 | - | 1,500,000 | 10,000 | - | - | | 1,510,000 |
| 3.810 | Ganges Sewer Utility (SSI) | - | | | - | | - | | - | | - | - | | - |
| 3.820 | Maliview Sewer Utility (SSI) | | | | - | | - | | - | | - | - | | - |
| 3.830 | Magic Lake Sewer Utility (Pender) | - | | | - | | - | | - | | - | - | | - |
| 3.850 | Port Renfrew Sewer | | | | - | | - | | - | | - | - | | - |
| **TOTAL** | | **5,453,775** | **692,000** | **2,141,500** | **16,254,000** | **5,235,000** | **29,776,275** | **12,129,000** | **8,095,000** | **2,827,775** | **140,000** | **6,384,500** | **200,000** | **29,776,275** |

Making a difference...together

**REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE**
**MEETING OF TUESDAY, APRIL 19, 2022**

**SUBJECT** **Development Variance Permit for Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281 – 1381 Pike Road**

## ISSUE SUMMARY

A request has been made for a development variance permit to reduce the requirement that ten percent of the perimeter of the lot front onto a public highway in order to authorize a three-lot subdivision.

## BACKGROUND

The 4.29 hectare (ha) property is zoned Rural Residential 6 (RR-6) under the Juan de Fuca Land Use Bylaw, Bylaw No. 2040, and located at the intersection of Pike Road and East Sooke Road in East Sooke (Appendix A). The subject property is adjacent to other RR-6 zoned parcels to the north and south and to a Rural (A) zoned parcel to the east. Portions of the proposed parcels are designated as Steep Slope development permit areas.

The owners have submitted subdivision and development permit applications (SU000684/ DP000252) to create two 0.5 ha lots and a 3.29 ha remainder parcel. The proposed plan of subdivision initially indicated that minimum frontage requirements would be met (Appendix B); however, the Ministry of Transportation and Infrastructure (MoTI) requested that driveway accesses be constructed for the two new parcels, rather than using a shared access. As a result of topography and in order to achieve usable grades for the driveway on Lot 2, the proposed subdivision plan configuration was altered resulting in a substantial reduction in the road frontage provided for proposed Lot 1 (Appendix C).

Ten percent of the perimeter of proposed Lot 1 is approximately 34.3 m; however, given the configuration of the parcel, the frontage is only 3% (10.51 m). Therefore, the applicants have requested a variance to reduce the requirement in Part 1, Section 3.10(4)(a) of Bylaw No. 2040 that one tenth of the perimeter of the lot front a public highway.

## ALTERNATIVES

*Alternative 1:*
The Land Use Committee recommends to the CRD Board:
That Development Variance Permit VA000156 for Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281 to vary the Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Schedule A, Part 1, Section 3.10(4)(a) by reducing the minimum frontage requirement for proposed Lot 1 from 10% of the lot perimeter (34.3 m) to 3% of the lot perimeter (10.51 m) for the purpose of permitting a three-lot subdivision, be approved.

*Alternative 2:*
The Land Use Committee recommends to the CRD Board:
That the development variance permit be denied and require that the subdivision comply with zoning requirements.

## IMPLICATIONS

*Legislative Implications*
The Juan de Fuca Land Use Bylaw, Bylaw No. 2040, Schedule "A", Part 1, Section 3.10(4) specifies that where a lot being created by a subdivision fronts on a highway, the minimum frontage on the highway shall be the greater of: (a) one tenth of the perimeter of the lot that fronts on the highway; or (b) the minimum frontage specified in this Bylaw for the lot. As no other frontage requirement is specified for the zone, the proposed lots must be one tenth the perimeter of the lot. A development variance permit is required in order to allow proposed Lot 1 to have a frontage of 10.51 m or approximately 3%.

*Public Consultation Implications*
Pursuant to Section 499 of the *Local Government Act*, if a local government proposes to pass a resolution to issue a development variance permit, it must give notice to each resident/tenant within a distance specified by bylaw. Capital Regional District Bylaw No. 3885, Juan de Fuca Application Fees and Procedures Bylaw, states that the Board at any time may refer an application to an agency or organization for their comment. In addition, it states that a notice of intent must be mailed to adjacent property owners within a distance of not more than 500 m. Any responses received from the public will be presented at the April 19, 2022, Land Use Committee meeting.

*Land Use Implications*
The parent property is designated as Settlement Area in the East Sooke Official Community Plan, Bylaw No. 4000. The Settlement Area designation supports an average parcel size of one hectare with a minimum parcel size of 0.4 hectares for residential development. The proposed plan is consistent with the Settlement Area designation. The proposed subdivision is also consistent with the RR-6 average minimum lot size requirement of 1 ha with no lot being smaller than 0.5 ha.

In evaluating whether a frontage exemption is justified, the following technical criteria are normally considered:

- How does it relate to the topography of the area?
- Does it create any environmental impacts?
- Will reducing the frontage produce an awkward lot configuration?
- Will reducing the frontage eliminate future subdivision potential of the lot and of lots beyond?
- Does the proposed reduction disturb existing residences?
- Will the exemption reduce road network and access options?

The land that is the subject of this application is designated as a Steep Slope Development Permit Area by the East Sooke OCP and required a Development Permit. DP000252 has already been issued to authorize the 3-lot subdivision.

Part 1, Section 3.10(7) of Bylaw No. 2040 requires that side lot lines to be substantially at right angles or radial to street lines unless the Approving Officer is satisfied that it is impractical to comply. The plan amendment was required by the Approving Officer to provide safer driveway accesses from East Sooke Road; the angle of the side lot lines between proposed Lot 1 and 2 are largely unchanged from the original proposal aside from the adjustment required to accommodate the new driveway configuration. Proposed Lot 1 will not be capable of further subdivision under the current zone.

Through the public notification process, any residences that may be affected by the proposed frontage reduction will have an opportunity to come forward with their concerns. The MoTI's review of the subdivision will involve final consideration of road network and access options. Staff

recommends Alternative 1 subject to public notification and consideration of comments from neighbouring residents.

## CONCLUSION

The applicant has submitted a three-lot subdivision application and is requesting a reduction of the minimum frontage requirement for proposed Lot 1 from 10%of the lot perimeter (34.3 m) to 3% of the lot perimeter (10.51 m). Staff recommend approval of development variance permit VA000156 (Appendix D), subject to public notification.

## RECOMMENDATION

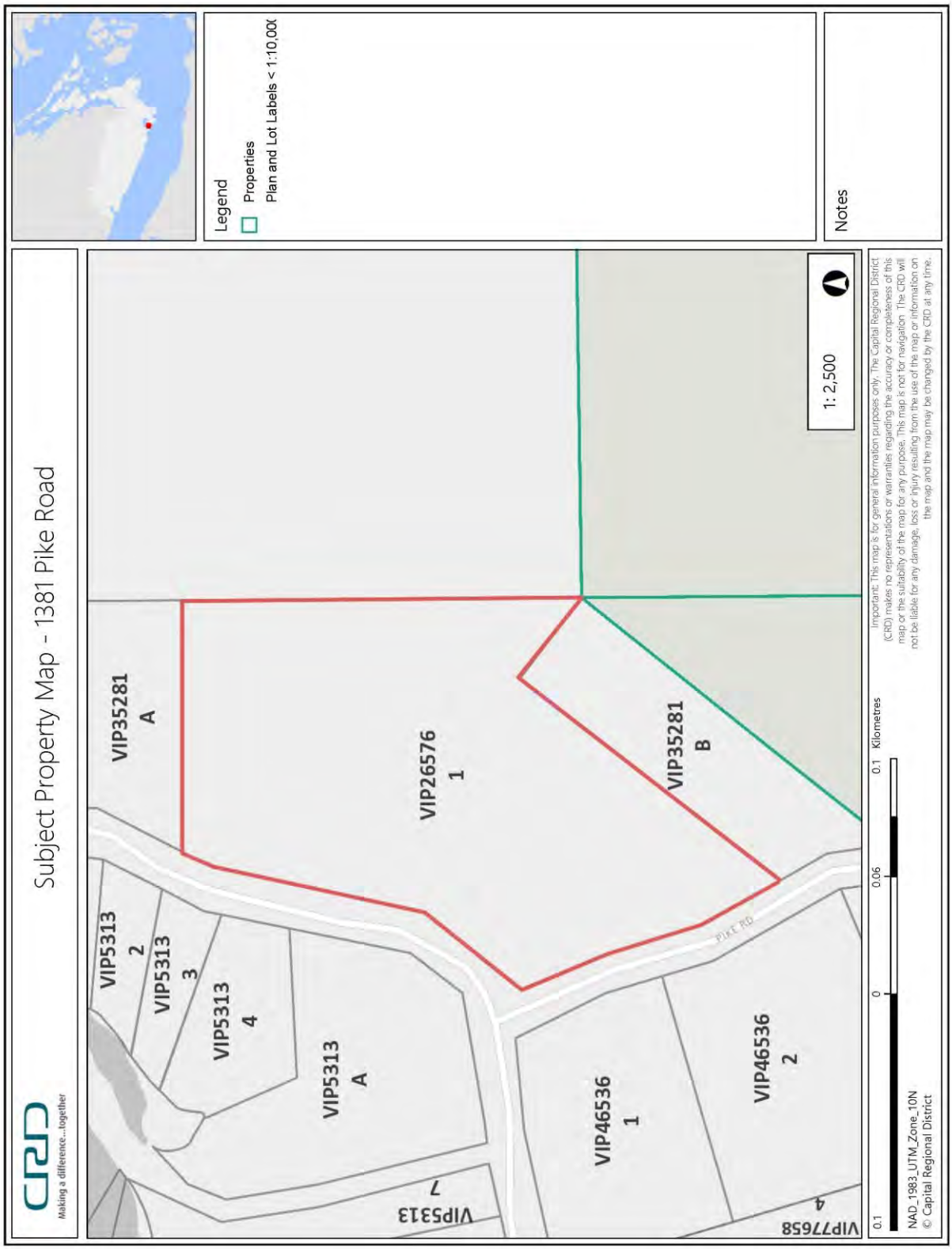
The Land Use Committee recommends to the Capital Regional District Board:
That Development Variance Permit VA000156 for Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281 to vary the Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Schedule A, Part 1, Section 3.10(4)(a) by reducing the minimum frontage requirement for proposed Lot 1 from 10% of the lot perimeter (34.3 m) to 3 % of the lot perimeter (10.51 m) for the purpose of permitting a three-lot subdivision, be approved.

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

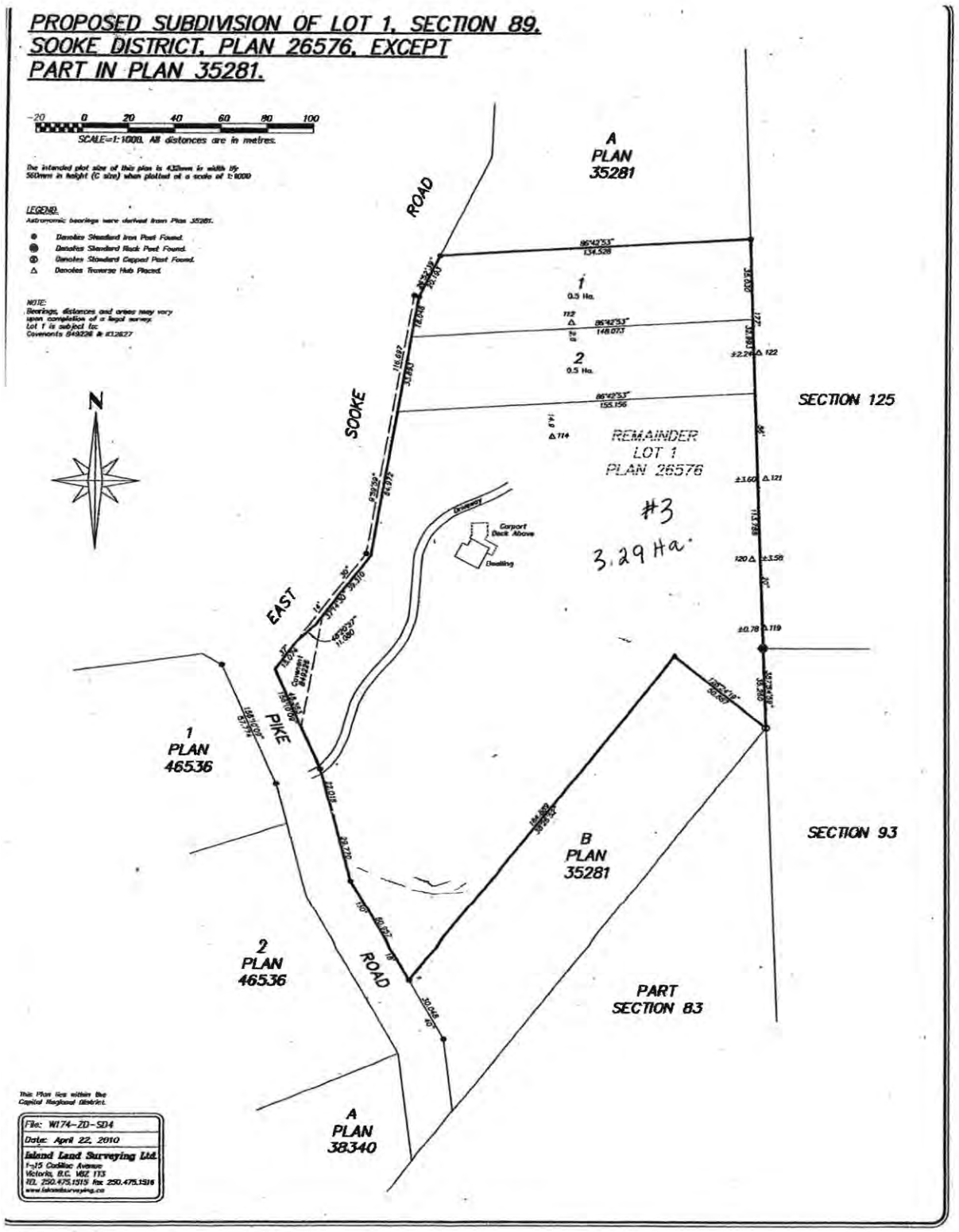
## ATTACHMENTS

Appendix A: Subject Property Map
Appendix B: Subdivision Plan from DP000252
Appendix C: Updated Subdivision Plan, J. E. Anderson and Associates, November 18, 2021
Appendix D: Permit VA000156

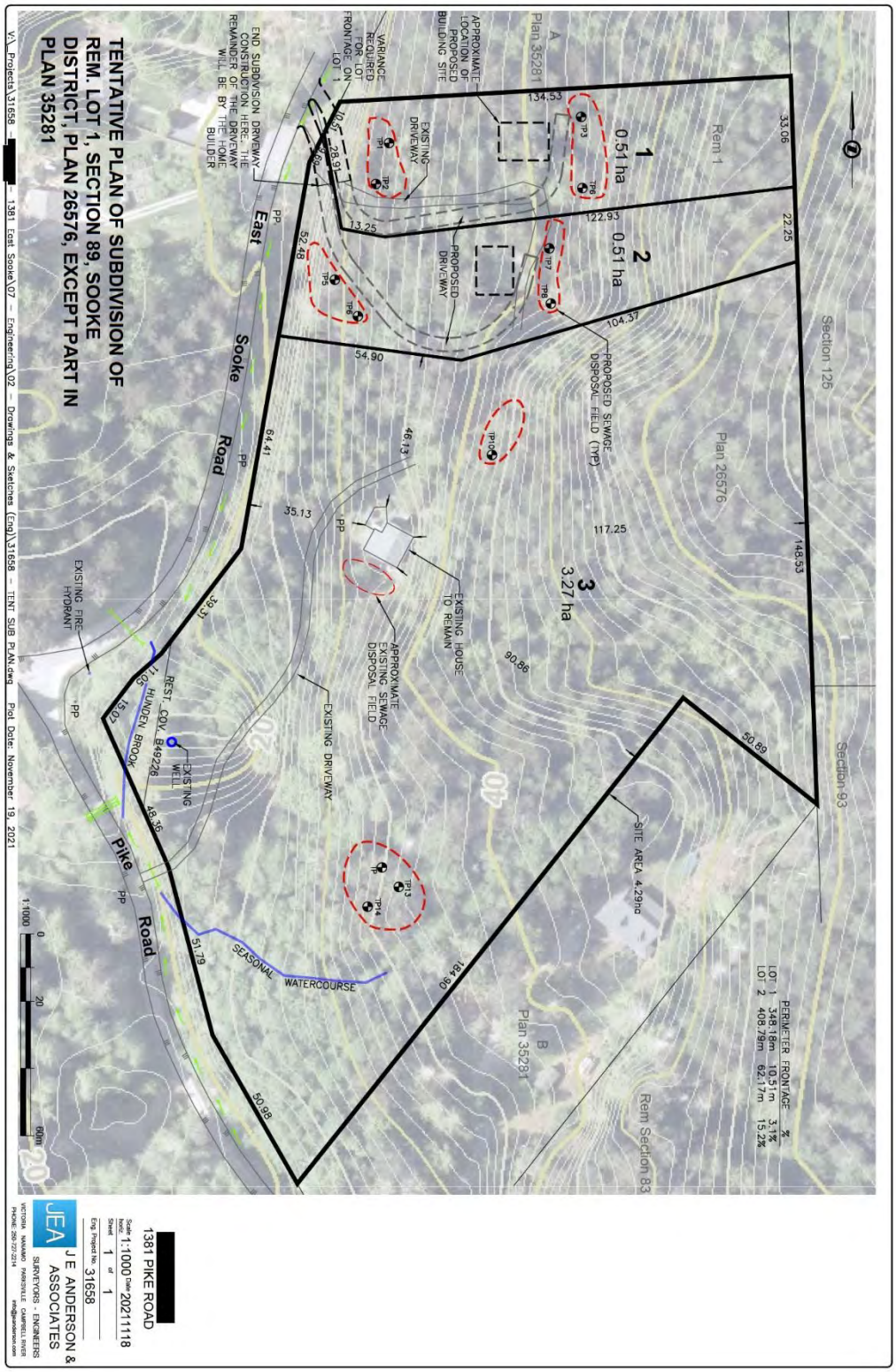
Appendix A: Subject Property Map



Appendix B: Subdivision Plan from DP000252



Appendix C: Updated Subdivision Plan, J. E. Anderson and Associates, November 18, 2021



Appendix D: Permit VA000156

Making a difference...together

**CAPITAL REGIONAL DISTRICT**

**DEVELOPMENT VARIANCE PERMIT NO. VA000156**

1. This Development Variance Permit is issued under the authority of Section 498 of the *Local Government Act* and subject to compliance with all of the bylaws of the Regional District applicable thereto, except as specifically authorized by this Permit.

2. This Development Variance Permit applies to and only to those lands within the Regional District described below (legal description), and any and all buildings, structures, and other development thereon:

   **PID: 002-344-483;**
   **Legal Description: Lot 1, Section 89, Sooke District, Plan 26576, except part in Plan 35281**

3. The Capital Regional District's **Bylaw No. 2040, Schedule A, Part 1, Section 3.10 (4)(a)** is varied under Section 498 of the *Local Government Act* as follows:

   a) By reducing the minimum frontage requirement for proposed Lot 1 from 10% of the perimeter of the lot (34.3 m) to 3% of the perimeter of the lot (10.51 m) as shown on the Proposed Subdivision Plan, prepared by JE Anderson and Associates, dated November 18, 2021, attached.

4. Notice of this Permit shall be filed in the Land Title Office at Victoria as required by Section 503 of the *Local Government Act*, and the terms of this Permit (VA000156) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.

5. If the holder of a permit does not substantially start any construction permitted by this Permit within 2 years of the date it is issued, the permit lapses.

5. The land described herein shall be developed strictly in accordance with the terms and conditions and provisions of this Permit, and any plans and specifications attached to this Permit which shall form a part hereof.

6. The following plans and specifications are attached:

   Attachment 1: Tentative Plan of Subdivision, prepared by JE Anderson & Associates, dated November 18, 2021.

7. This Permit is NOT a Building Permit.

**RESOLUTION PASSED BY THE BOARD, THE ____ th day of _____, 2022.**

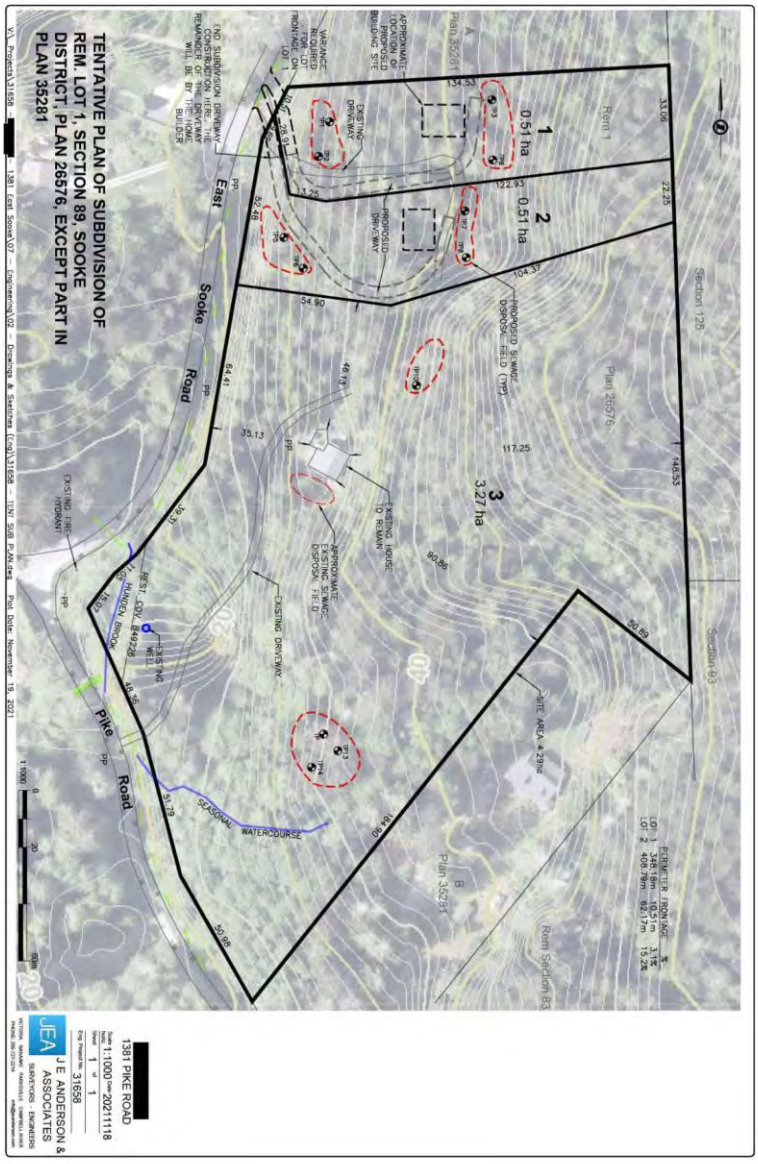
**ISSUED** this _____ day of _____, 2022

_____
Corporate Officer
Kristen Morley

Making a difference...together

VA000156

Attachment 1: Tentative Plan of Subdivision




2

Making a difference...together

**REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, MAY 03, 2022**

---

**SUBJECT** **Asset Management Planning Program: Union of British Columbia Municipalities – 2022 Grant Application**

## ISSUE SUMMARY

To seek Capital Regional District Board support for a grant through the Union of British Columbia Municipalities (UBCM) for a facility/asset condition assessment for SEAPARC Leisure Complex.

## BACKGROUND

As part of the 2015 SEAPARC strategic plan, it was noted that to protect and extend the service life of buildings and grounds, asset management is a key priority. Funds have been allocated in the 2022 capital plan to complete a facility/asset condition assessment to support development of a long-term capital plan.

UBCM provides funding for a range of community-based projects, including asset management planning. A 2022 grant opportunity is available to support asset management planning activities to effectively manage existing and new infrastructure to maximize benefits, reduce risks and provide satisfactory service levels to community users.

The UBCM grant can provide up to 50% of total project costs to a maximum of $25,000. The budget for the project is $20,000 and will fund a consultant to review and assess the structure, building envelope, fire protection equipment, mechanical systems, plumbing systems and electrical systems for the SEAPARC Leisure Complex. The completed report will provide a description of each component, current condition, and estimated remaining lifespan.

## ALTERNATIVES

*Alternative 1*

The Sooke & Electoral Area Parks and Recreation Commission recommends to the Capital Regional District Board:

1. That an application to the Union of British Columbia Municipalities Asset Management Planning Program for 2022 be supported; and
2. That staff be directed to provide overall grant management.

*Alternative 2*

That staff be directed to withdraw the 2022 grant application to the Union of British Columbia Municipalities Asset Management Planning Program.

## IMPLICATIONS

*Financial Implications*

If successful, the asset management planning grant funding would help offset the costs of the facility/asset condition assessment, reducing the capital reserve funding required to complete the project.

*Service Delivery Implications*

Asset management is an integrated process bringing together planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risks, and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.

## CONCLUSION

The Capital Regional District (CRD) and SEAPARC provide recreational programming and operate the SEAPARC Leisure Complex. The UBCM grant program is an opportunity to reduce the capital funds required for a facility/condition assessment that is planned for 2022.

## RECOMMENDATION

The Sooke & Electoral Area Parks and Recreation Commission recommends to the Capital Regional District Board:

1. That an application to the Union of British Columbia Municipalities Asset Management Planning Program for 2022 be supported; and
2. That staff be directed to provide overall grant management.

| | |
|---|---|
| Submitted by: | Melanie Alsdorf, Acting SEAPARC Manager |
| Concurrence: | Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

Making a difference...together

**REPORT TO TRANSPORTATION COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 20, 2022**

---

**SUBJECT** **Regional Parks Strategic Plan Update**

## ISSUE SUMMARY

To provide information on the status of the Regional Parks Strategic Plan update.

## BACKGROUND

The Capital Regional District (CRD) Board initiated an update of the Regional Parks Strategic Plan at its meeting of December 8, 2021 and extended the 2012-2021 Regional Parks Strategic Plan until July 2022 when an updated document will be brought forward (Appendix A).

The Regional Parks Committee provided input on the proposed direction for the new Regional Parks Strategic Plan. On February 9, 2022, the CRD Board accepted the proposed vision, mission, values and priority statements for stakeholder, First Nations and public input and recommended that a lens of conservation and protection of biodiversity be applied to the priorities and processes (Appendix B). Engagement with stakeholder groups and the public occurred between February and April 2022. Engagement with First Nations is ongoing throughout the process.

The region faces different challenges and opportunities since the Regional Parks Strategic Plan was adopted in 2012. Revisions to the Regional Parks Strategic Plan need to be in alignment with a number of Board-approved strategies that have been passed since 2012: Regional Growth Strategy, Regional Transportation Plan, Climate Action Strategy and the Special Task Force on First Nations Relations Final Report. Updating the Strategic Plan will draw from these Board directions, the engagement process, as well as from relevant legislation and guidance documents, operational knowledge and the results of public surveys.

The Transportation Committee Terms of Reference was approved by the CRD Board on March 9, 2022. The purpose of the Committee includes providing input into the Regional Parks Strategic Plan.

An updated Regional Parks Strategic Plan with a fulsome slate of actions and targets will be presented to the Transportation Committee and Regional Parks Committee in June 2022 for input and making recommendations to the CRD Board.

## IMPLICATIONS

*Alignment with Board & Corporate Priorities*

The 2019-2022 CRD Corporate Plan envisions that residents of the region have access to convenient, green and affordable multi-modal transportation systems that enhance community well-being. A new vision for the region and associated Corporate Plan will be developed in the fall for the 2023-2026 Board term.

*Alignment with Existing Plans & Strategies*

CRD strategies providing direction for regional trails, mobility and active transportation adopted since the 2012-21 Regional Parks Strategic Plan was developed include: 2014 Regional Transportation Plan, 2016 Regional Trails Management Plan, 2018 Regional Growth Strategy, 2018 Gulf Islands Regional Trails Plan, 2021 Climate Action Strategy and the regional transportation priority areas. Updating the Strategic Plan to reflect how these strategic initiatives align with the Regional Parks' service, as well as modernizing the format of the document, will improve its application to service delivery.

*Intergovernmental Implications*

The regional trails system serves as the anchor for the broader active transportation network in the region. Coordination and cooperation between CRD Regional Parks, municipalities, First Nations and other agencies is key to an integrated and functional multi-modal system. The Transportation Committee currently supports regional coordination within the existing governance structure.

First Nations in the region are invited to engage in the Regional Parks Strategic Plan update in an early, meaningful and ongoing manner to determine the key priorities and initiatives to work on together over the next five to ten years. The updated Strategic Plan will support the CRD's commitment to reconciliation as a key priority and highlight opportunities for ongoing and meaningful engagement with First Nations on initiatives such as park management, ecosystem restoration, shared prosperity, and support the *Declaration on the Rights of Indigenous Peoples Act* Action Plan 2022-27.

*Social Implications*

A new focus on accessibility and equity in the regional parks and trails system is proposed for the updated Strategic Plan. Initiatives that promote complete and connected communities by ensuring recreation, parks and green space can be easily accessed by transit, walking or cycling, and that strengthen an accessibility and equity lens in service delivery, are proposed that build on concepts in the Regional Growth Strategy and regional transportation priority areas.

*Environmental & Climate Implications*

Regional parks and trails are vital in helping to achieve the region's climate action, natural resource protection and active transportation goals. The Bike and Pedestrian classification includes the Lochside, E&N and Galloping Goose between Victoria and Luxton Road in Langford. Bike and Pedestrian Trails are designated primarily to accommodate a high volume of users for recreational and commuting cycling, and for walking and running. They are the arterial cycling trails in the region and non-motorized vehicle transportation corridors for commuters. The 2020 Regional Trails Widening Study informs improved facility design standards for accessibility, safety and user comfort in the high-use sections of regional trails. Consideration will be given to the applicability of the existing regional trails classification system in light of advancing active transportation options over the next decade.

Advancing regional active transportation opportunities that contribute to greenhouse gas reduction is a key priority proposed to advance climate action and resiliency in the Regional Parks Strategic Plan.

*Service Delivery Implications*

The CRD Regional Parks service continues to manage and operate the regional trails system while decision-making is supported by advice and recommendations provided to the CRD Board through the Regional Parks Committee and the Transportation Committee. Any changes to the operation and management of regional trails for active transportation will have service delivery implications.

*Financial Implications*

Financial implications associated with service level adjustments identified by the updated Strategic Plan will be considered by the CRD Board in future service planning processes.

## CONCLUSION

The 2012-2021 Regional Parks Strategic Plan expires in July 2022. The 2022 Terms of Reference for the Transportation Committee includes input on the Regional Parks Strategic Plan. The Transportation Committee's April 20, 2022 meeting is an opportunity to receive information on the status of the Regional Parks Strategic Plan update. An updated Strategic Plan will be brought forward to the Transportation Committee and Regional Parks Committee in June 2022 for review and comment and to the Board for decision July 2022.

## RECOMMENDATION

There is no recommendation. This report is for information only.

| | |
|---|---|
| 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: Strategic Plan Update Process
Appendix B: Proposed Direction of Regional Parks Strategic Plan
Appendix C: Presentation

# Regional Parks Strategic Plan Update Process

**February 9, 2022**
CRD Board directed staff to seek input on a proposed vision, values, mission statement, and priorities and to apply a lens of conservation and protection of biodiversity to these priorities and processes.

**February 2022**
Five Stakeholder focus groups were conducted. 1 Focus group was held with staff from Park agencies.

**March 8 - April 4, 2022**
Public engagement survey

**March and April 2022**
3 Public information sessions were held.

**We are here**

**DRAFTING PLAN**

**June 2022**
Updated Strategic Plan submitted to the Regional Parks Committee and the Transportation Committee

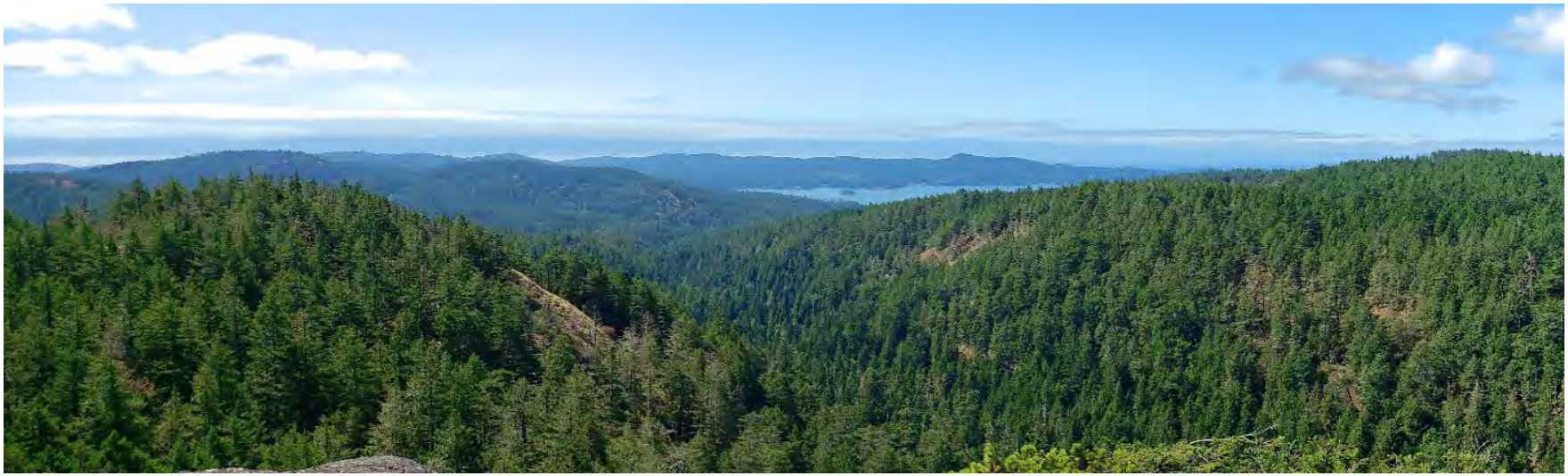
**July 2022**
Updated Strategic Plan submitted to the CRD Board

First Nations engagement: The CRD's boundaries span the traditional territories of over 20 First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. Engagement with First Nations on the Regional Parks Strategic Plan is ongoing throughout 2022.

# Proposed Direction

## Vision 2032

We work cooperatively and respectfully to steward and expand an exceptional system of regional parks and trails that is rich in biodiversity and cultural heritage, resilient to change, connects people to nature and provides healthy outdoor experiences for all.



# Proposed Direction

## Mission



Ensure regional parks and trails are resilient by delivering a sustainable service that is adaptable and takes action on climate change.



Foster stewardship of ecological and cultural resources by informing, engaging and collaborating with the public, volunteers, partners, and First Nations.



Provide access to regional parks and trails that facilitates healthy, safe and enjoyable outdoor recreation experiences for all.



Secure a diverse and connected system of regional parks and trails that protect and restore the integrity of our region's biodiversity and cultural landscapes.



Work with First Nations in taking care of the land and water.

# Proposed Direction

## Values and Principles



**Accessibility** – We provide access to nature for all ages and abilities



**Conservation** – We work together to protect, restore and celebrate the region's natural and cultural landscapes



**Equity** – We work together to ensure regional parks and trails are inclusive and maintained as a common good



**Reconciliation** – We are committed to work towards reconciliation with First Nations



**Recreation** – We offer outdoor recreation experiences that improve our health and well-being



**Resiliency** – We take action on climate change by being adaptive and using resources sustainably with a view to benefiting future generations

# Priority Statements

## Conservation & Recreation

- Conserve biodiversity
- Enable outdoor recreation
- Work with partners
- Foster stewardship



## Access & Equity

- Enhance health & well-being
- Promote complete and connected communities
- Ensure economic fairness
- Accessibility & equity lens



# Priority Statements

## Climate Action & Resiliency

- Align sustainable service delivery with climate action
- Advance regional active transportation
- Develop partnerships
- Acquire and manage natural areas



## Reconciliation

- Incorporate First Nations reconciliation objectives
- Provide space for cultural use
- Strengthen engagement
- Support shared prosperity



**KEY PRIORITY STATEMENTS**
**REGIONAL PARKS STRATEGIC PLAN**

**February 2022**

---

## Conservation & Recreation

- Take action to conserve biodiversity through acquiring land, restoration and monitoring of ecosystems across the region (UN; LAS; RGS, 2.1; RPSP, p.9)
- Enable users to recreate and have outdoor recreation experiences that are enjoyable, safe and compatible (RPSP, p.9 & 12)
- Work with partners in taking care of the land and water and providing sustainable outdoor recreation (Board, #6d & #6b-1 & #6b-2; RPSP, p.10; LAS)
- Foster stewardship through program delivery, knowledge sharing and leading by example (RPSP, p.10)

## Access & Equity

- Enhance health and well-being by providing nature and outdoor recreation experiences for all ages and abilities (Board, #6e; RPSP, p.9)
- Promote complete and connected communities by ensuring recreation, parks and green space can be easily accessed by transit, walking or cycling (RGS, 3.1 & 4.1; RPSP, p.9)
- Ensure economic fairness by managing regional parks and trails as a common good (RGS 5.1; Revenue, p.4)
- Strengthen an accessibility and equity lens in service delivery

## Climate Action & Resiliency

- Align sustainable service delivery and infrastructure improvements with climate action (RGS 7.1; CAS, 1.1 & 5.1; RPSP)
- Advance regional active transportation opportunities that contribute to greenhouse gas reduction (CAS, 3.7; RPSP; RGS, 4)
- Develop partnerships for the long-term consistent and connected management of green space and ecosystem services (RPSP; Board, #5a-5).
- Strategically acquire and manage natural areas to address climate mitigation, urban containment and access to green space for a growing population (RGS 7.1, CAS, 5.1; RPSP)

## Reconciliation

- Incorporate First Nation worldviews, knowledge and reconciliation objectives in the management of natural assets and cultural heritage (Board, #3a-3 & #6d; RPSP; FNSR; RNTF, p.44-45)
- Provide space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names (Board, #3a-3 & #6d; RPSP; FNSR; FNTF, p.44-45)
- Strengthen engagement with First Nations in service delivery initiatives (Board, #3a-3 & #6d; RPSP; FNSR; FNTF, p.44-45; LAS)
- Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals (Board, #3a-3 & #6d; RPSP; FNSR; FNTF, p.44-45)

Reference Abbreviations:

| | |
|---|---|
| Board | Capital Regional District 2019-2021 Board Priorities |
| CAS | Climate Action Strategy 2021 |
| FNSR | First Nations Statement of Reconciliation |
| FNTF | First Nations Task Force Final Report, 2018 |
| LAS | Land Acquisition Strategy 2020-2021 |
| RGS | Regional Growth Strategy (RGS), Bylaw No. 4017, 2018 |
| RPSP | Regional Parks Strategic Plan (RPSP) 2012-2021 |
| Revenue | Draft Revenue Generation Strategy, 2021 |
| UN | United Nations Decade on Ecosystem Restoration 2021-2030 |

# Regional Parks Strategic Plan Update 2022




April 20, 2022

Transportation Committee

# Presentation Outline

## Regional Parks Strategic Plan Update

1. Current Context
2. Planning Context
3. Engagement
4. Proposed Direction

# Current Context

## Status Review 2012-21

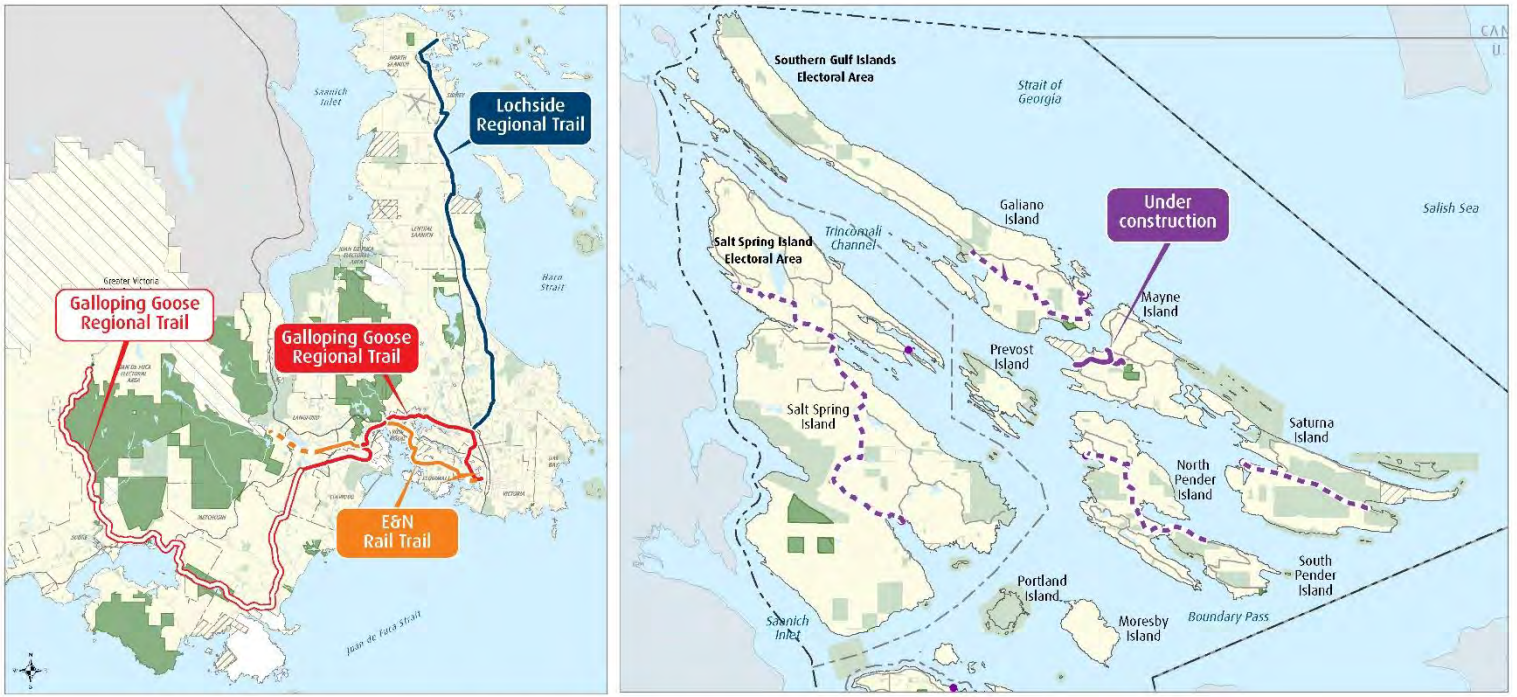
- Strengthen management of existing parks & trails
- Plan for and open land banked parks & trails
- Strengthen community involvement, education & partnerships
- Promote health benefits
- Engage in planning for regional sustainability
- Prepare for future land acquisitions







# Regional Trails Classification

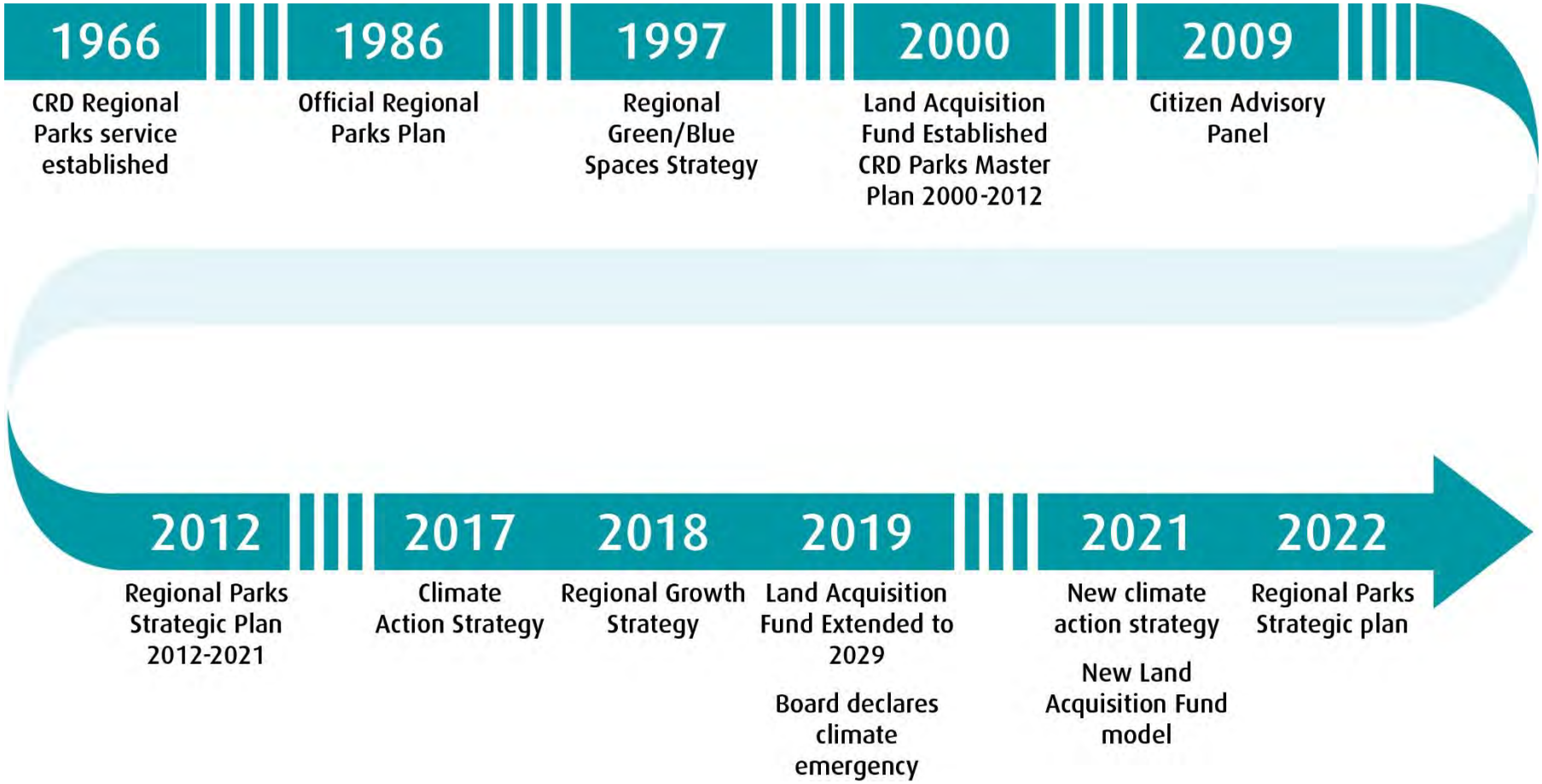



Bike and Pedestrian Trail

Multiple-use Trail

Proposed trail

# Current Context



# Planning Context



# Planning Context

**Strategic Plan** – how we consistently make core directional choices to move the organization towards our hoped-for future

**Vision** – the preferred future state

**Mission** – what service is provided & why

**Values/Principles** – what is important, core beliefs

**Context** – setting, trends & issues

**Priorities** – goals, aspirations, desired outcomes

**Initiatives** – objectives or actions involved to achieve the results

**Targets** – measure success for monitoring and reporting

# Planning Context




Engagement with First Nations on the Regional Parks Strategic Plan is ongoing.

# Engagement

| Who | What level | When | How |
|---|---|---|---|
| Regional Parks Committee | Input and advise | January | Workshop Meeting |
| First Nations | Collaborate | Ongoing | Invitation letter Meetings |
| Key Stakeholders | Involve | February – March | Focus groups |
| Public | Consult | March – April | Information sessions, Survey polls, Website, Media |
| Regional Parks Committee & Transportation Committee | Input and advise | June | Strategic Plan submission |
| CRD Board | Decision maker | July | Strategic Plan submission |

# Setting Direction

## Vision 2032

We work cooperatively and respectfully to steward and expand an exceptional system of regional parks and trails that is rich in biodiversity and cultural heritage, resilient to change, connects people to nature and provides healthy outdoor experiences for all.



# Setting Direction

## Mission



Secure a diverse and connected system of regional parks and trails that protect and restore the integrity of our region's biodiversity and cultural landscapes.



Provide access to regional parks and trails that facilitates healthy, safe and enjoyable outdoor recreation experiences for all.



Foster stewardship of ecological and cultural resources by informing, engaging and collaborating with the public, volunteers, partners, and First Nations.



Work with First Nations in taking care of the land and water.



Ensure regional parks and trails are resilient by delivering a sustainable service that is adaptable and takes action on climate change.

# Values and Principles



**Equity** – We work together to ensure regional parks and trails are inclusive and maintained as a common good



**Accessibility** – We provide access to nature for all ages and abilities



**Conservation** – We work together to protect, restore and celebrate the region's natural and cultural landscapes



**Recreation** – We offer outdoor recreation experiences that improve our health and well-being



**Reconciliation** – We are committed to work towards reconciliation with First Nations



**Resiliency** – We take action on climate change by being adaptive and using resources sustainably with a view to benefiting future generations

# Setting Direction

## Conservation & Recreation

- Conserve biodiversity
- Enable outdoor recreation
- Work with partners
- Foster stewardship
- Balance conservation & recreation



## Access & Equity

- Enhance health & well-being
- Promote complete and connected communities
- Ensure economic fairness
- Accessibility & equity lens



# Setting Direction

## Climate Action & Resiliency

- Align sustainable service delivery with climate action
- Advance regional active transportation
- Develop partnerships
- Acquire and manage natural areas



## Reconciliation

- Incorporate First Nations reconciliation objectives
- Provide space for cultural use
- Strengthen engagement
- Support shared prosperity



Making a difference...together

**REPORT TO TRANSPORTATION COMMITTEE**
**MEETING OF WEDNESDAY, APRIL 20, 2022**

---

**SUBJECT** **Update on Transportation Priorities**

## ISSUE SUMMARY

To report back on progress made towards advancing the regional transportation priorities.

## BACKGROUND

On May 12, 2021, the Capital Regional District (CRD) Board confirmed regional transportation priorities and directed staff to develop implementation strategies for each. These priorities seek to advance regional objectives to reduce congestion, improve mode share and take action on climate change. The approved priorities are as follows:

**Advocacy:**
- Bus mass transit (RapidBus)
- Multi-modal and safe highways
- Salt Spring Island (SSI)/Southern Gulf Islands (SGI) connectivity
- General Transit
- E&N corridor (protection, maintenance and upgrades)
- Westshore passenger ferry feasibility

**Action:**
- Active Transportation
- Transportation Demand Management (TDM)
- Safety policy
- Strengthening land use
- Parking and access upgrades

**Pivot:**
- Governance (long-term authorities)
- Non-bus mass transit (light rail, passenger ferry)

On July 14, 2021, the CRD Board directed staff to advance advocacy and implementation actions developed for each of the priorities, including the creation of a Regional Transportation Working Group. In doing so, the Board provided a clear mandate to develop a region-wide approach to TDM and safety policy, as well as to take regional action on the creation of a connected and consistent regional trail network.

On November 20, 2021, the CRD Board approved the terms of reference for the Regional Transportation Working Group.

## Progress and Priority Work Streams

Appendix A provides a snapshot of progress towards each of the regional transportation priorities. The work streams described below explain how staff are advancing the priorities.

### 1. Transportation Working Group

Reporting through the Transportation Committee, the Transportation Working Group is composed of senior staff from the CRD, municipalities, electoral areas and agency partners to advise on regional transportation matters requiring coordination. The group had its first meeting in December 2021 and met again in January and March 2022. The group is scheduled to meet every two months. The initial work program has focused on preparing a baseline of existing

targets, planning, program and infrastructure projects underway in the areas of TDM, safety policy and active travel. Working from these baselines, the group has scoped project deliverables to advance regional approaches to TDM, safety policy and creation of a connected and consistent regional trail network. See below and in Appendix A for more detail.

## 2. Baseline Targets, Planning, Program and Infrastructure Projects

Transportation working group partners provided baseline information related to targets, priorities, planning, program and infrastructure for each of the three work program areas.

Overall, the baseline confirms that all partners are working towards regional objectives. Additionally, the baseline confirms that partners have incorporated the regional multi-modal transportation network into their respective local planning documents, a priority action in the Regional Transportation Plan.

Key findings from the baseline include:

a. Partners are advancing transportation projects and policies as both transportation and climate change initiatives, demonstrating a strong interrelationship between climate change and transportation across the region.
b. While partners have put in place oversight frameworks to monitor progress, there is no consistent approach to how partners set, monitor and report on targets. Some partners focus on mode share, others focus on specific climate targets such as Greenhouse Gas (GHG) reductions and some remain silent.
c. Partners continue to advance infrastructure delivery priorities, with significant level of effort focused on engineering projects. Partners reported that depending on the item, resources are not always available to develop and deliver monitoring programs, education, engagement and approaches to advance policy, guidelines or behaviour change programs.

The baseline suggests that regional effort would be best spent to support monitoring, education and engagement. In addition, there is an opportunity to work in partnership with municipalities who are developing policy frameworks and testing implementation actions. By playing a convening role, the CRD can respond through information sharing and capacity building so that a common approach can be applied in local contexts around the region. The work streams described below provide more information.

## 3. Active Transportation – CRD Pedestrian and Cycling Master Plan

Since the CRD Pedestrian and Cycling Master Plan (PCMP) was completed in 2011, the vast majority of partners have drafted local active transportation plans and/or comprehensive transportation plans. These plans now align to, or supersede, many sections of the PCMP by identifying preferred alignments for active transportation routes, setting out facility types and in many cases surpassing PCMP aspirations. For example, the Victoria Regional Transit Commission has moved from a 12% mode share target to a 15% mode share target. This change effectively moves the regional mode share target to 45% up from 42%. Another example are the PCMP design guidelines, which are now surpassed by the 2019 BC Active Transportation (BCAT) Design Guide and supplemental BC Active Transportation and Transit Oriented Development Design Guide.

The working group discussed the need to update the PCMP's planned cycling network based on the new plans. Once the network has been updated, the working group will prepare a key project list, implementation sequence and supportive actions to advance network completion. Supportive actions could include matters such as a shared approach for trail closures, detours and trail crossings.

Ministry of Transportation and Infrastructure, in partnership with the CRD, applied to the Federal Active Travel Fund for the Selkirk Trestle upgrade and Galloping Goose Widening project. If successful, this project will undertake needed refurbishment of the Selkirk Trestle and leverage the provincial contribution for the refurbishment to advance Phase 1 of the Galloping Goose widening, from Selkirk to the Switch Bridge. Considerable investment to maintain critical regional trail infrastructure is needed from the Province in order to continue to operate the regional trail network. The CRD provided letters of support to four other municipal applications to the fund, including expansion of AAA bike lanes in Victoria along Fort Street, extension and enhancements of bike lanes in Saanich on Shelbourne Street, implementation of Esquimalt's active transportation corridor on Tillicum Road and pedestrian and transit improvements in Colwood.

**4. Transportation Demand Management (TDM)**

The CRD currently provides active travel planning to partner municipalities and schools across the four school districts (SD) through its Ready Step Roll initiative. This planning initiative provides education and engagement to support active travel choices to/from school – a key trip generator for families across the region. SD62 has partnered closely with the initiative and are applying lessons learned on a district-wide basis at existing and new schools. Working at the SD level helps expand the reach of the initiative from a TDM perspective.

The working group has indicated there is value in the consistent regional approach to active school travel planning. The group expressed interest in how a scaled-up application to institutional and commercial trip generators could support TDM efforts. CRD staff have initiated discussions with Canadian Forces Base-Esquimalt to develop and implement a pilot Workplace Travel Planning initiative to encourage more staff to choose sustainable transportation. This will be done in partnership with municipalities, agencies and First Nations. Staff will report back to the working group with findings for further discussion on coordination and next steps.

**5. Safety Policy, Education and Engagement**

The CRD Traffic Safety Commission (TSC) is working with its many partners to focus on distracted and impaired driving this quarter. This includes the development of a youth focused new social media and television campaign targeted at recognizing and mitigating distraction from passengers. This campaign has been designed by youth/for youth as part of a collaborative partnership between the TSC and the University of Victoria.

The TSC's education and engagement efforts are complemented by a Let's Get Visible safety campaign, originally developed for Ready Step Roll schools and scaled to a regional application. Working in collaboration with CRD staff, the TSC, local police, Insurance Corporation of British Columbia (ICBC) and the University of Victoria, the campaign aims to provide people with safety tools and educate vulnerable users about the importance of being visible when moving throughout the region. Staff have undertaken two very successful engagement campaigns at the University of Victoria and on the Galloping Goose by the Selkirk Trestle. Each campaign saw interaction with approximately 500 to 600 individual users.

From a policy perspective, municipalities with vision zero policies are preparing action plans to test implementation approaches. Pending outcomes, these municipalities will report back to the working group with findings for further discussion on coordination and next steps.

## 6. Advocacy

When developing implementation strategies, staff identified that advocacy would be most effective if the region speaks with one voice to secure senior government investment in regional priorities and accelerate delivery of high quality transit service. Staff noted that such advocacy needs to happen through multiple channels, including at the elected official, executive and senior staff levels.

To date, the Board Chair and Vice-Chair have met twice with the Minister of Transportation and Infrastructure to discuss general transit investments, accelerate the implementation of RapidBus, increase funding for the regional trail network, enhance transit and active travel facilities in highway projects, provide funding for a West Shore passenger ferry feasibility study, plan for the long term use of the E&N rail corridor and investigate values-based governance models based on CRD context. CRD staff have raised these items, as well as connectivity with Salt Spring Island and the Southern Gulf Islands, with ministry and agency colleagues at both the executive and staff levels.

The Minister has signalled support for improvements to transit and active travel, with projects to be funded and implemented as recommended in the South Island Transportation Strategy. The Minister has identified that transit recovery and RapidBus expansion is the current provincial priority over investments in long-term transportation alternatives. The Minister is open to joint advocacy to the federal government about long-term plans for the E&N rail corridor. Staff will continue the current advocacy approach, providing support to the Chair and Vice-Chair in meetings with the Minister and working with executive and senior staff as appropriate.

## 7. Equity in Transportation

On March 9, 2022 the CRD Board directed staff to draft an equity lens that could be applied to transportation priority implementation, advocacy and future planning. The Board also directed staff to undertake a pilot study to test the application of an equity lens by reviewing gender imbalance in active transportation. Staff are undertaking this work in partnership with the Community Social Planning Council (CSPC).

To date, staff have shared quantitative data on ridership and Capital Bike's equity strategy with the CSPC, and are preparing the project charter. The CSPC has proposed research methodology to gather input and develop possible solutions based on the lived experiences of women using CRD regional trails. This work will inform two key components in the development of the equity lens: 1) applicability of qualitative data gathering methodology; and, 2) preliminary frameworks for policy and options development. Once the project charter is finalized, the CSPC will begin gathering data. The working group will be kept informed of progress and is interested in project outcomes for future discussion and potential coordination.

## IMPLICATIONS

*Environmental & Climate Implications*

Quantifying GHG emissions savings from transportation projects continues to be an important work stream for climate action staff across the region. Staff are working with the City of Victoria and the District of Saanich to develop a methodology to use Vehicle Kilometers Travelled (VKT) for reporting and monitoring GHG emissions. The CRD Origin and Destination Household Travel Survey (O&D) will be administered in fall 2022, with findings about mode share prepared for early 2024. In addition to the above, staff continue to explore options for additional climate and transportation performance reporting.

*Intergovernmental Implications*
The regional transportation priorities and municipal transportation plans reflect the diverse needs of the region's partners; be it rural, semi-rural, urban, suburban or remote. As the CRD explores options for regional approaches to TDM, safety policy and a connected and consistent regional trail network, a guiding principle to the work is ensuring such approaches are robust enough to achieve common goals while being applicable to different local contexts around the region.

*Regional Growth Strategy Implications*
Regional, municipal, electoral area and partner agency action on regional transportation priorities supports Regional Growth Strategy (RGS) implementation. As noted in the 2021 RGS Indicator Report, ongoing effort is needed from municipalities and the Juan de Fuca Electoral Area to direct new dwelling unit development to locations that are well served by active travel and transit to most quickly and efficiently reduce GHG emissions.

*Service Delivery Implications*
The CRD is responsible for regional transportation planning, regional trails and transit and transportation on Salt Spring Island. Through the TSC the CRD also takes a leading role in transportation safety education. The priority work streams described above advance service delivery at pace, and will be ongoing into the next Board term.

*Financial Implications*
The identified work to advance the transportation priorities is being done within the existing core budget.

*Alignment with Board & Corporate Priorities*
Board Priority Initiative 1(a) identifies working in partnership to deliver an effective multi-modal transportation system as a priority for the 2019-2022 Board term. Implementation of the regional transportation priorities through the Regional Transportation Working Group and the above work streams operationalizes this priority into core service delivery. As noted above, this work will be ongoing into the next Board term.

*Alignment with Existing Plans & Strategies*
Advancing the regional transportation priorities aligns to the RGS, Regional Transportation Plan and Regional Trails Management Plan.

## CONCLUSION

Transportation is a key priority for the CRD Board and residents of the region. Transportation's impact on affordability, climate change and general livability is well documented. The CRD is working with municipal, electoral area and agency partners to collaboratively advance its regional transportation priorities through a variety of work streams. This partnership approach enables the CRD to focus attention on areas where it can efficiently make the most impact within its existing service mandate. Staff have developed work plans to ensure these priority actions continue to advance, with progress reported in Appendix A Regional Transportation Priorities Tracking Table. The priority work streams advance service delivery at pace, and will carry forward into the next Board term.

## RECOMMENDATION

There is no recommendation. This report is for information only.

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

## ATTACHMENT

Appendix A: Regional Transportation Priority Tracking Table

**Appendix A: Regional Transportation Priorities Tracker**

| Priorities | Progress | Key Results |
|---|---|---|
| Transportation Demand Management (TDM) | | Working group agreed that active school travel planning provides a regional framework for shifting travel behaviours at trip generators. Capital Regional District (CRD) staff will prepare lessons learned and scale this approach to other sectors and report back with findings for further discussion on coordination and next steps. |
| Safety Policy | | Education campaigns underway to promote travel behaviours that enhance road safety for vulnerable road users. Municipalities with vision zero policies are preparing action plans and will report back to working group with findings for further discussion on coordination and next steps. |
| Active Transportation | | Working group agreed to update the planned regional cycling network based on new active travel plans and to prepare a key project list, sequence and actions to advance network completion. Ministry of Transportation and Infrastructure (MoTI), in partnership with CRD, and four municipalities applied for the federal active transportation grant. |
| Governance | | CRD staff and elected officials have advocated to MoTI staff, executive and Minister. CRD staff will begin to research values-based governance models based on regional context. |
| Parking Upgrades | | CRD Regional Parks have undertaken multiple parking lot upgrades to accommodate increased park visitation and minimize safety issues on rural roads. |
| Strengthen Land Use | | CRD staff have provided input to multiple Official Community Plan (OCP) processes and are scoping research opportunities in partnership with municipalities to support complete communities targets. |
| Salt Spring Island (SSI) / Southern Gulf Islands (SGI) Connectivity | | CRD staff are advancing the SSI Active Transportation Plan and a demonstration project on Mayne Island. |
| General Transit Investments | | CRD staff have provided input to BC Transit Local Area plan development and advocated to MoTI staff, executive and Minister for transit investments. |
| Bus Mass Transit (RapidBus) | | BC Transit and MoTI, with input and advocacy from CRD staff and elected officials are advancing the RapidBus Implementation Strategy. |
| Multi-Modal & Safe Highways | | MoTI, with input from CRD staff, are advancing projects that improve transit (e.g., queue jumpers on Highway 17) and active travel infrastructure. |
| Westshore Passenger Ferry Feasibility Study | | CRD staff and elected officials have advocated to MoTI staff, executive and Minister for investment transportation alternatives. Minister has identified transit recovery and expansion is the priority. |
| E&N Corridor (Protect, Maintain & Upgrade) | | CRD staff and elected officials have advocated to MoTI staff, executive and Minister for investment transportation alternatives. Minister is interested in joint advocacy efforts to the federal government. |

**Legend**

- Proceeding as planned
- Delay / emerging issue
- Problem / issue