Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Capital Regional District Board

Wednesday, October 12, 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. 22-601 Minutes of the August 10, 2022 and the minutes of the September 21, 2022 Capital Regional District Board meetings

Recommendation: That the minutes of the Capital Regional District Board meetings of August 10, 2022 and September 21, 2022 be adopted as circulated.

Attachments: Minutes - August 10, 2022

Minutes - September 21, 2022

3.2. 22-615 Minutes of Previous Committee and Commission Meetings

Recommendation: 1. That the minutes of the Committee of the Whole meeting of May 11, 2022 be adopted as circulated.
2. That the minutes of the CAO Recruitment Selection Committee meeting of July 20, 2022 be adopted as circulated.
3. That the minutes of the Committee of the Whole meeting of September 21, 2022 be adopted as circulated.

Attachments: Minutes - COW May 11, 2022

Minutes - CAORSC July 20, 2022

Minutes - COW September 21, 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 at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting 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. 22-569 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

6.2. 22-599 McLoughlin Point Wastewater Treatment Plant - Performance Period Closeout

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

Attachments: Staff Report: McLoughlin Point Wastewater Treatment Plan - Performance Peric

6.3. 22-227 Wastewater Treatment Project (WTP) Final Funding and Financing Strategy Performance

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

Attachments: Staff Report: WTP Final Funding & Financing Strategy Performance
Appendix A: WTP Financing Strategy Report Jan. 2019
Appendix B: Project Completion Report May 2016-May 2021

6.4. 22-573 Core Area Inflow & Infiltration Program - 2022 Summary

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

Attachments: Staff Report: Core Area Inflow & Infiltration Program - 2022 Summary
Appendix A: Core Area I&I Program - 2022 Report (October 2022)
Appendix B: Map Summarizing I&I in the CRD's Core Area
Appendix C: Table Measured Flows to Allocated Flows (Bylaw 4304)

6.5. 22-597 2022/23 B.C. Active Transportation Infrastructure Grant Application - Merchant Mews Pathway

Recommendation: The Salt Spring Island Transportation Commission recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:
That approval be given to submit a 2022/23 Active Transportation Infrastructure grant application for the Salt Spring Island Electoral Area Merchant Mew pathway project in the amount of $130,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.
(NWA)

Attachments: Merchant Mews Pathway - Active Transportation Grant - Staff Report

6.6. 22-610 Saturna Island Fire Medical Patient Transportation (Alternate Director Brent)

Recommendation: That staff be directed to report back with amendments to Bylaw No. 2165, "Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw No. 1, 1993" to include medical patient transportation.
(NWA)

6.7. 22-572 Regional Housing First Program: Project Update, Third Quarter, 2022

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

Attachments: Staff Report: RHFP-Project Update, Third Quarter 2022

Appendix A: RHFP Capital Project Summary, October 2022

6.8. 22-538 Development Permit with Variance for Lot 14, Section 97, Sooke District, Plan 14282 - 35 Seagirt Road

Recommendation: The Land Use Committee recommends to the CRD Board:
That Development Permit with Variance DV000090, for Lot 14, Section 97, Sooke District, Plan 14282, to vary Juan de Fuca Land Use Bylaw No. 2040, Part 2, Section 10.09(b) by reducing the side yard setback requirement from 6 m to 3 m to authorize construction of a single family dwelling with secondary suite and related services, be approved.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Development Permit with Variance DV000090

Appendix A: Subject Property Map

Appendix B: Site Plan with Requested Variance

Appendix C: Building Drawings

Appendix D: Permit DV000090

Appendix E: Development Permit Guidelines

6.9. 22-537 Development Permit with Variance for Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 - 11-7450 Butler Road

Recommendation: The Land Use Committee recommends to the Capital Regional District Board:
That Development Permit with Variance DV000087, for Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 to vary Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Part 2, Section 27B.09(d)(ii) by reducing the rear yard setback requirement from 4.5 m to 0.6 m for the purpose of constructing an industrial building and to authorize the siting of a permanent shipping container, be approved.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Development Permit with Variance DV000087

Appendix A: Subject Property Map

Appendix B: Proposed Building Plans – Additional Industrial Building

Appendix C: Site Plan and Requested Variance

Appendix D: Development Permit Guidelines

Appendix E: Permit DV000087

6.10. 22-541 Juan de Fuca Water Distribution Service 2023 Operating and Capital Budget

Recommendation: The Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend that the Capital Regional District Board:
1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 Juan de Fuca Water Distribution Service retail water rate of $2.5466 per cubic metre, adjusted if necessary, by any change in the Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual operating deficit or surplus on the 2022 capital fund transfer; and
4. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.
(WP - Colwood, Highlands, Langford, Metchosin, Sooke, View Royal, JDF EA)

Attachments:
- Staff Report: JDF Water Distribution Service 2023 Operating and Capital Budge
- Appendix A: Draft JDF Water Distribution Service 2023 Budget
- Appendix B: Long Term Debt Obligations Summary
- Appendix C: Retail and Wholesale Water Rate History and Projection
- Appendix D: Seagirt Improvement District

6.11. 22-567 Regional Water Service 2023 Operating and Capital Budget

Recommendation: The Regional Water Supply Commission recommends that the Capital Regional District Board:
1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 wholesale water rate of $0.7698 per cubic metre;
3. Approve the 2023 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2022 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.
(WP - All except SGI & SSI)

Attachments:
- Staff Report: RWS 2023 Operating and Capital Budget
- Appendix A: 2023 Regional Water Supply Service Budget
- Appendix B: Long Term Debt Obligations Summary
- Appendix C: Agricultural Water Volumes and Rate Payments for 2011 – 2021
- Appendix D: Wholesale Water Rate History and Projection

6.12. 22-561 Saanich Peninsula Wastewater Service 2023 Operating and Capital Budget

Recommendation: The Saanich Peninsula Wastewater Commission recommends that the Capital Regional District Board:
1. Approve the 2023 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2023 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund.
(WP - Central Saanich, North Saanich, Sidney)

Attachments: Staff Report: Saanich Peninsula Wastewater Service 2023 Operating and Capit

Appendix A: 2023 Saanich Peninsula Wastewater Service Budget

6.13. 22-559 Saanich Peninsula Water Service - 2023 Operating and Capital Budget

Recommendation: The Saanich Peninsula Water Commission recommends that the Capital Regional District Board:
1. Approve the 2023 operating and capital budget;
2. Approve the 2023 Saanich Peninsula bulk water rate of $1.1439 per cubic metre, and Agricultural Research Station water rate of $1.1791 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.
(WP - Central Saanich, North Saanich, Sidney)

Attachments: Saanich Peninsula Water 2023 Operating and Capital Budget

Appendix A: 2023 Saanich Peninsula Water Service Budget

Appendix B: Saanich Peninsula Water Rate and Regional Water Supply Rate H

Appendix C: Agricultural Water Volumes and Rate Payments 2011 - 20210

7. ADMINISTRATION REPORTS

7.1. 22-583 CAO Quarterly Progress Report No. 3, 2022

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

Attachments:
- Staff Report: CAO Quarterly Progress Report Q3, 2022
- Appendix A: Photographs of Corporate Activities and Initiatives
- Appendix B: Board Priorities Dashboard Progress Q3, 2022
- Appendix C: Board Priorities Dashboard - Summary of Completed Actions
- Appendix D: Corporate Climate Change Initiatives
- Appendix E: Advocacy Dashboard Progress Q3, 2022
- Appendix F: Operating Variance Report Q2, 2022
- Appendix G: Capital Variance Report Q2, 2022
- Appendix H: Human Resources Trends and Corporate Safety Q2, 2022

7.2. 22-525 Bylaw No. 4513: Revenue Anticipation (General Purpose) Bylaw No. 1, 2022

Recommendation: 1. That Bylaw No. 4513, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
(WA)
2. That Bylaw No. 4513 be adopted.
(WA, 2/3rds on adoption)

Attachments:
- Staff Report: CRD Bylaw No. 4513 Revenue Anticipation
- Appendix A: Bylaw No. 4513

7.3. 22-546 Bylaw No. 4515: Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022

Recommendation: 1. That Bylaw No. 4515, "Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4515 be referred to the Inspector of Municipalities for approval, and if received, that staff conduct an alternative approval process for the entire service area, as per section 345 of the Local Government Act, and, if successful, that Bylaw 4515 then be brought forward for adoption.
(NWA with 2/3rds)

Attachments:
- Staff Report: Solid Waste Disposal Loan Authorization Bylaw No. 4515
- Appendix A: Bylaw No. 4515 Solid Waste Disposal Loan Authorization

7.4. 22-529 Bylaw No. 4516: Financial Plan Amendment No. 3, 2022

Recommendation: 1. That Bylaw No. 4516, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 3, 2022", be introduced and read a first, second, and third time; and
(WA)
2. That Bylaw No. 4516 be adopted.
(WA, 2/3rds on adoption)

Attachments:
- Staff Report: Bylaw 4516 Financial Plan Amendment 3, 2022
- Appendix A: Bylaw No. 4516 Financial Plan Amendment 3, 2022

7.5. 22-565 Bylaw No. 4521: Capital Regional District Regional Services Operating Reserve Funds Bylaw No. 1, 2016, Amendment No. 3, 2022

Recommendation: 1. That Bylaw No. 4521, "Capital Regional District Regional Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment No. 3, 2022", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4521 be adopted.
(WA, 2/3rds on adoption)

Attachments: Staff Report: Bylaw No. 4521 Operating Reserve Fund Amendment 3

Appendix A: BL No. 4521 Regional Services Operating Reserve Amend 3

7.6. 22-593 Bylaw No. 4522 - Regional Goose Management Service

Recommendation: 1. That Bylaw No. 4522, "Canada Goose Management Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
(NWA)
2. That participating area approval be obtained by regional alternative approval process; and
(NWA with 2/3rds)
3. That Bylaw No. 4522 be forwarded to the Inspector of Municipalities for review of the elector approval method.
(NWA)

Attachments: Staff Report: Bylaw No. 4522 - Regional Goose Management Service

Appendix A: Bylaw No. 4522 - Goose Management Service Establishment Bylaw

Appendix B: Goose Management Service - Participant Apportionment

8. REPORTS OF COMMITTEES

Electoral Areas Committee

8.1. 22-530 Bylaw No. 4514: Tax Exemption (Permissive) Bylaw, 2022

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4514, "Tax Exemption (Permissive) Bylaw, 2022", be introduced and read a first, second and third time;
(WA)
2. That Bylaw No. 4514 be adopted.
(WA, 2/3rds on adoption)

Attachments: Staff Report: Bylaw No. 4514 Permissive Tax Exemption

Appendix A: Bylaw No. 4514 Tax Exemption (Permissive) Bylaw, 2022

Appendix B: Correspondence

Appendix C: BC Assessment Property Classifcations

Appendix D: EA Permissive Tax Exemption Application Process

Environmental Services Committee

8.2. 22-486 BC Local Government Climate Action Program - Funding Distribution

Recommendation: [On September 21, 2022, the Electoral Areas Committee passed the staff recommendation and advanced the report to the CRD Board meeting that afternoon. At the CRD Board meeting, the following motion was made and subsequently referred to the Environmental Services Committee along with the supplemental information attached to this report:
That the CRD Board allocate $73,150 of the funding available through the new provincial climate funding in 2022 to help complete the Vancouver Island and Coastal Communities Climate Leadership Plan
At the September 28, 2022 Environmental Services Committee meeting, the committee passed an amended version of the referred motion (with funding from reserves) and endorsed the staff recommendation as follows:]
The Environmental Services Committee recommends to the Capital Regional District Board:
1. That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.
(WP - All)
2. That the CRD Board allocate $73,150 of the funding available through reserves to help complete the Vancouver Island and Coastal Communities Climate Leadership Plan.
(WA)

Attachments:
- Staff Report: BC LG Climate Action Program - Funding Distribution
- Supplemental Staff Report: Local Gov't Climate Action Program - Allocation
- Supplemental - Appendix A: Funding Request Letter
- Supplemental - Appendix B: Background Report
- Supplemental - Appendix C: Van Island Climate Leadership Plan - Budget
- Supplemental - Appendix D: Community Energy Assoc. - Scope of Work
- Supplemental - Appendix E: Letter of Support - UVic Researchers
- Supplemental - Appendix F: News Release - New LGCAP - May 2022

8.3. 22-566 Award of Contract ERM2022-006 - Curbside Collection of Packaging and Printed Paper

Recommendation: The Environmental Services Committee recommends to the Capital Regional District Board:
1. That staff be directed to enter into a six-year contract with GFL Environmental Incorporated to provide residential curbside blue box collection from January 1, 2024 to December 31, 2029; and,
2. That the Chief Administrative Officer be authorized to execute the contract and do all things incidental to finalizing the agreement.
(WA)

Attachments:
- Staff Report: Award of Contract ERM2022-006 - Curbside Collection
- Appendix A: CRD Curbside Collection - Request for Proposals

8.4. 22-558 Hartland Area Road Access Mitigation

Recommendation: The Environmental Services Committee recommends to the Capital Regional District Board:
1. That Kirk & Co.'s recommended community options be approved and funded to a maximum of $4 million from the 2023 Environmental Resource Management capital budget; and
(WA)
2. That staff work with the District of Saanich to finalize the identified intersection improvements prior to moving forward with the Willis Point Road parking lot.
(NWA)
[At the September 28, 2022 Environmental Services Committee meeting, the following motion arising was passed:]
3. That staff reassess options for a passing lane.
(NWA)

Attachments: Staff Report: Hartland Area Road Access Mitigation

Appendix A: Hartland Landfill: Commercial Vehicle Rd Access Change - Report

Juan de Fuca Land Use Committee

8.5. 22-539 Zoning Bylaw Amendment to Add Detached Accessory Suite as a Permitted Accessory Use in the Wildwood Terrace 4 (WT-4) Zone

Recommendation: The Land Use Committee recommends to the Capital Regional District (CRD) Board:
1. That the referral of proposed Bylaw No. 4496, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 2022", to the Shirley-Jordan River Advisory Planning Commission, appropriate CRD departments, BC Hydro, District of Sooke, FLNR -Archaeology Branch, FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development, FLNR - Water Protection Section, Island Health, Ministry of Transportation & Infrastructure, Pacheedaht First Nation, RCMP, Sooke School District #62, and T'Sou-ke First Nation be approved and the comments received;
2. That proposed Bylaw No. 4496 be introduced and read a first time and read a second time; and
3. That in accordance with the provisions of section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4496.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Zoning Bylaw Amendment RZ000278

Appendix: A Zoning Map

Appendix B: Detached Accessory Suites

Appendix C: Proposed Bylaw No. 4496

Appendix D: Referral Comments

Appendix E: Current Wildwood Terrace 4 Zone – WT-4

Appendix F: Proposed Wildwood Terrace 4 Zone – WT-4

8.6. 22-544 Zoning Amendment for That Part of Section 17, Otter District, Lying East of Otter Point Road, Except Parcel C (DD43782I) And Except Parts in Plans 3054 And 17721 - 3542 & 1-3542 Otter Point Road

Recommendation: The Land Use Committee recommends to the Capital Regional District (CRD) Board:
a) That the referral of proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" to the Otter Point Advisory Planning Commission; the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission; CRD departments; BC Hydro; Department of Fisheries and Oceans; District of Sooke; Ministry of Agriculture; Ministry of Environment and Climate Change Strategy; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Transportation and Infrastructure; RCMP; Sooke School District #62; and T'Sou-ke First Nation be approved and the comments received;
b) That proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" be introduced and read a first time and read a second time; and
c) That in accordance with the provisions of Section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a public hearing with respect to Bylaw No. 4423.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments:
Staff Report: Zoning Amendment Application RZ000273
Appendix A: Subject Property and Zoning Map
Appendix B: Rezoning and Subdivision Plan
Appendix C: Proposed Bylaw No. 4423
Appendix D: Referral Comments
Appendix E: Traffic Impact Study by Watt Consulting Group – March 3, 2022
Appendix F: Storm Water Management Brief by JEA – March 3, 2022

9. BYLAWS

10. NOTICE(S) OF MOTION

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. **22-611** Motion to Close the Meeting

Recommendation: 1. That the meeting be closed for Labour Relations in accordance with Section 90(1)(c) of the Community Charter. [2 items]
2. That the meeting be closed for Land Acquisition in accordance with Section 90(1)(e) of the Community Charter. [2 items]
3. That such disclosures could reasonably be expected to harm the interests of the Regional District. [2 Items]
4. That the meeting be closed for Legal Update in accordance with Section 90(1)(i) 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)

Making a difference...together

625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Capital Regional District Board

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

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

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; D. Elliot, Acting General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors F. Haynes, L. Helps, R. Windsor

The meeting was called to order at 1:12 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Mersereau, SECONDED by Director Blackwell,
That the agenda for the August 10, 2022 Session of the Capital Regional District Board be approved.
CARRIED

3. ADOPTION OF MINUTES

3.1. 22-481 Minutes of the July 13, 2022 Capital Regional District Board Meeting

MOVED by Director Seaton, SECONDED by Director Brice,
That the minutes of the Capital Regional District Board meeting of July 13, 2022 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

Hello Directors, nice to see everyone again. Today's remarks will be brief. I want to start by thanking staff and the members of the Water Commission for their significant work in advancing to the Board the 30 year plan for our region's water supply future. This report will be discussed later today but I wanted to acknowledge and thank staff for their work and the public for their input. Tomorrow we are having our tour of the SGI and I look forward to learning more about our work in this electoral area.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

There were no presentations.

5.2. Delegations

5.2.1. 22-522 Delegation - Mick Collins; Representing Victoria Golden Rods and Reels Fishing and Social Club: Re: Agenda Item 6.4. Summary of Feedback - 2022 Regional Water Supply Master Plan

M. Collins spoke to Item 6.4.

6. CONSENT AGENDA

- Item 6.4. was removed from the consent agenda and moved to be considered under Administration Reports as item 8.3.b.
- Item 6.8. was removed from the consent agenda and moved to be considered under Administration Reports as item 8.4.

MOVED by Director McNeil-Smith, SECONDED by Director Taylor,
That consent agenda items 6.1. through 6.3. and 6.5. through 6.7. be approved.
CARRIED

6.1. 22-496 Core Area Wastewater System Commissioning and Operations Update and Capital Program Status Report

This Informational Report was received for information.

6.2. 22-490 Bowker Sewer Rehabilitation Recommendation to Award Contract 2022-743

That Contract No. 2022-743, Bowker Sewer Rehabilitation, be awarded to Insituform Technologies Ltd. for an amount of $7,500,000 (excluding GST) and authorize staff to expend up to an additional $500,000 in contract contingency funds as required during the execution of the project.
CARRIED

6.3. 22-435 Development Variance Permit for Lot 1, Section 32, Otter District, Plan 25866 - 8015 West Coast Road

That Development Variance Permit VA000157 for Lot 1, Section 32, Otter District, Plan 25866, to vary Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Part 2, Section 6.07(a), by reducing the front yard setback from 7.5 m to 3.8 m; and Part 1, Section 4.01(1)(d) by allowing an accessory building to be located closer to the front lot line than the principle building to authorize the siting of a utility building, be approved.
CARRIED

6.5. 22-489 Speed Reader Boards

That the Salt Spring Island Transportation Service 2022 Capital Plan be amended to include a project for the acquisition and installation of five (5) speed reader boards with the total project budget of $57,475, funded from ICBC Grant ($21,200) and Capital Reserve Fund ($36,275).
CARRIED

6.6. 22-350 Regional Trails - Widening & Lighting Policies

This Informational Report was received for information.

6.7. 22-347 Temporary Closures of Regional Trails

This Informational Report was received for information.

Director Isitt left the meeting via Electronic Participation and attended in person at 1:20 pm.

7. ADMINISTRATION REPORTS

7.1. 22-502 902 Foul Bay Road Housing Agreement and Bylaw - Agreement Rectification

D. Elliot spoke to Item 7.1.

MOVED by Director Mersereau, SECONDED by Director Brice,
1. That Bylaw No. 4511, "Resale Control and Housing Agreement Bylaw (902 Foul Bay Road), 2022, Amendment Bylaw No. 1, 2022" be introduced and read for a first, second and third time.
CARRIED

MOVED by Director Mersereau, SECONDED by Director Brice,
2. That Bylaw No. 4511 be adopted.
CARRIED

7.2. 22-517 604 Nelson Street Housing Agreement and Bylaw - Agreement Rectification

D. Elliot spoke to Item 7.2.

MOVED by Director Orr, SECONDED by Director Brice, CARRIED
1. That Bylaw No. 4512, "Resale Control and Housing Agreement Bylaw (604 Nelson Street), 2022, Amendment Bylaw No. 1, 2022", be introduced and read for a first, second and third time.
CARRIED

MOVED by Director Orr, SECONDED by Director Brice,
2. That Bylaw No. 4512 be adopted.
CARRIED

7.3. 22-493 Federal Strategic Priorities Fund - Grant Application Resolution for Two Regional Parks Projects

L. Hutcheson spoke to Item 7.3.

MOVED by Director Mersereau, SECONDED by Director Screech,
That the Capital Regional District Board confirm submission authorization of the federal Strategic Priorities Fund grant applications for the Lochside Regional Trail and Brett Avenue Enhancement Project and the Lochside Regional Trail and Swan Lake Enhancement Project and that staff be directed to provide overall grant management.
CARRIED

7.4. 22-434 Bylaw No. 4502, "Emergency Communication Dispatch Service Establishment Bylaw No. 1, 2012, Amendment Bylaw No. 2, 2022"

D. Elliot spoke to Item 7.4.

MOVED by Director McNeil-Smith, SECONDED by Director Mersereau,
1) That Bylaw No. 4502, "Emergency Communication Dispatch Service Establishment Bylaw No. 1, 2012, Amendment Bylaw No. 2, 2022", be read a first, second, and third time.
CARRIED

MOVED by Director McNeil-Smith, SECONDED by Director Mersereau,
2) That Bylaw No. 4502 be referred to participants for approval, and if approved by two-thirds of participants, be referred to the Inspector of Municipalities.
CARRIED

7.5. 22-514 Bylaw No. 4507: Salt Spring Island Local Community Commission - Revision

K. Morley spoke to Item 7.5.

MOVED by Director Holman, SECONDED by Director Isitt,
1. That third reading of Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022", be rescinded.
CARRIED

MOVED by Director Holman, SECONDED by Director Isitt,
2. That Bylaw No. 4507 be amended as follows:
a. That section 8 be amended to read "The local community shall elect commissioners at the end of each four year term in accordance with the manner provided in Part 3 [Electors and Elections] of the Local Government Act."
b. That section 9 be deleted in its entirety and that all subsequent sections be renumbered in numerical order;
c. That the renumbered section 23 be amended to replace the reference words "section 23" after the words "by the methods set out in" with the words "section 22".
CARRIED

MOVED by Director Holman, SECONDED by Director Isitt,
3. That Bylaw No. 4507 be read a third time as amended.
CARRIED

MOVED by Director Holman, SECONDED by Director Isitt,
4. That Bylaw No. 4507 as amended be referred to the Inspector of Municipalities; and
5. That the July 13, 2022 resolutions approving proceeding by elector assent by referendum, appointing the Chief Election Officer, setting the referendum question, and setting the dates of general voting, and approving the synopsis of Bylaw No. 4507, be affirmed as applying to Bylaw No. 4507, as amended.
CARRIED

7.6. 22-495 Island View Beach Regional Park - Drainage Ditch Study

L. Hutcheson spoke to Item 7.6.

This Informational Report was received for information.

8. REPORTS OF COMMITTEES

Juan de Fuca Land Use Committee

8.1. 22-436 Zoning Amendment Application for Lots A-H, and J and K, District Lot 87, Renfrew District, Plan EPP31225 - Kirby Creek Road

MOVED by Director Hicks, SECONDED by Director Martin,
1. That the referral of proposed Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", to the Shirley/Jordan River Advisory Planning Commission, appropriate CRD departments, BC Hydro, District of Sooke, FLNR - Archaeology Branch, FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development, FLNR - Water Protection Section, Island Health, Ministry of Agriculture, Ministry of Transportation & Infrastructure, RCMP, Shirley Fire Department, Sooke School District #62, Pacheedaht First Nation and T'Sou-ke First Nation be approved and the comments received.
CARRIED

MOVED by Director Hicks, SECONDED by Director Tait,
2. That proposed Bylaw No. 4464 be introduced and read a first time and read a second time.
CARRIED

MOVED by Director Hicks, SECONDED by Director Tait,
3. That in accordance with the provisions of section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4464.
CARRIED

8.2. 22-470 Comprehensive Community Development Plan Amendment Application for Blocks D and E, District Lots 751 and 911, Renfrew District, Plan EPC2056 (Crown Lease #927321)

Director Tait left the meeting at 1:40 pm.

MOVED by Director Hicks, SECONDED by Director Blackwell,
1. That the referral of proposed Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022", to Public Information Meeting, CRD departments, BC Hydro, Cowichan Valley Regional District, Department of Fisheries and Oceans, Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR), FLNR - Archaeology Branch, Island Health, Ministry of Transportation & Infrastructure, Pacheedaht First Nation, RCMP, and Sooke School District #62 be approved and the comments received.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell,
2. That proposed Bylaw No. 4473 be introduced and read a first time and read a second time.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell,
3. That in accordance with the provisions of section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4473.
CARRIED

Director Tait returned to the meeting at 1:43 pm.

Regional Water Supply Commission

8.3. 22-468 Bylaw No. 4509, "Capital Regional District Greater Victoria Water Supply Area Protection Bylaw No. 1, 2000, Amendment Bylaw No. 2, 2022"

T. Robbins spoke to Item 8.3.

MOVED by Director Mersereau, SECONDED by Director Orr,
1. That Bylaw No. 4509, "Capital Regional District Greater Victoria Water Supply Area Protection Bylaw No. 1, 2000, Amendment Bylaw No. 2, 2022", be introduced and read a first, second, and a third time.
CARRIED

MOVED by Director Mersereau, SECONDED by Director Taylor,
2. That Bylaw No. 4509 be adopted.
CARRIED

8.3.b. 22-457 Summary of Feedback - 2022 Regional Water Supply Master Plan

Discussion ensued regarding:
- Malahat First Nations inclusion and engagement
- carbon impacts of construction of filtration plant
- future and resiliency planning
- regional water supply

MOVED by Director Mersereau, SECONDED by Director Tait,
Approve the 2022 Master Plan, as a guide to future water supply planning.
CARRIED
Opposed: Isitt

8.4. 22-491 Island Rail Corridor Advocacy Timelines

Discussion ensued regarding:
- provincial and federal support
- outreach to the provincial government
- First Nations consultation

This Informational Report was received for information.

9. BYLAWS

There were no bylaws for consideration.

10. NOTICE(S) OF MOTION

10.1. 22-461 Motion with Notice: Funding Request for Aboriginal Coalition to End Homelessness (Director Helps)

Chair Plant introduced the Motion with Notice.

MOVED by Director Isitt, SECONDED by Director Taylor,
That the Capital Regional District continues to fund the Aboriginal Coalition to End Homelessness on an ongoing basis in the amount of $150,000 per year.

Discussion ensued regarding:
- in-perpetuity funding model
- 2023 budget
- 5 year financial plan
- homelessness in the region

MOVED by Director Isitt, SECONDED by Director Tait,
That the motion be amended by replacing it with:
That the Board provides direction to staff to include funding of $150,000 per year for the Aboriginal Coalition to End Homelessness in the five year financial plan beginning in the 2023 budget.

Discussion ensued regarding length of term.

MOVED by Director Murdoch, SECONDED by Director Hicks,
That the amended motion be amended to replace the words "per year" with the words "for three years"
DEFEATED
Opposed: Blackwell, Brent, Desjardins, Hicks, Holman, Isitt, Loveday, McNeil-Smith, Ranns, Seaton, Tait, Taylor, Williams

MOVED by Director Ranns, SECONDED by Director McNeil-Smith,
That the amended motion be amended to replace the words "per year" with the words "for one year".
CARRIED
Opposed: Isitt, Loveday, Mersereau, Tait, Taylor

The question was called on the main motion as amended:
That the Board provides direction to staff to include funding of $150,000 for one year for the Aboriginal Coalition to End Homelessness in the five year financial plan beginning in the 2023 budget.
CARRIED
Opposed: de Vries, Isitt, Loveday, Mersereau, Tait, Taylor

10.2. **22-527** Notice of Motion

Director Taylor provided the following Notice of Motion for consideration at a future meeting:
"That section 13(2) of the CRD Procedures Bylaw be amended to read "Where written application has not been received as prescribed in section 13(1), an individual or delegation may address the meeting if approved by a 2/3 majority vote of the Members present."

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. 22-506 Motion to Close the Meeting

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

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

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

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

The Capital Regional District Board moved to the Closed Session at 2:58 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the Closed Session at 4:48 pm and reported on the following:
Item 3.1. - Appointments to CRD Commissions and Committees:

- In accordance with Bylaw No. 3561 that the following be appointed to the Pender Islands Community Parks and Recreation Commission for a term to expire December 31, 2023: Stirling Scory

- In accordance with the Regional Housing Advisory Committee Terms of Reference, that the following be appointed to the Regional Housing Advisory Committee for a term expiring December 31, 2023: Sandra Tretick

14. ADJOURNMENT

MOVED by Director Mersereau, SECONDED by Director Blackwell,
That the July 13, 2022 Capital Regional District Board meeting be adjourned at 4:49 pm.
CARRIED

_____

CHAIR

CERTIFIED CORRECT:

_____

CORPORATE OFFICER

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625 Fisgard St.,
Victoria, BC V8W 1R7

Capital Regional District

Meeting Minutes

Capital Regional District Board

Wednesday, September 21, 2022 **1:05 PM** **6th Floor Boardroom**
625 Fisgard Street
Victoria, BC

Special Meeting - Budget

PRESENT:
C. Plant (Chair), R. Mersereau (Vice Chair), J. Bateman (for M. Tait) (EP), D. Blackwell, P. Brent, S. Brice, B. Desjardins, C. Graham (for R. Windsor), L. Helps, M. Hicks, G. Holman, B. Isitt (2:25 pm), J. Loveday, C. McNeil-Smith, R. Martin, K. Murdoch, G. Orr, J. Ranns, D. Screech, L. Seaton, N. Taylor, K. Williams, G. Young

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; R. Lachance, Senior Manager, Financial Services; B. Semmens, Manager, Financial Planning; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors F. Haynes, M. Tait, R. Windsor

The meeting was called to order at 1:27 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in a preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Williams, SECONDED by Director Orr,
That the agenda for the September 21, 2022 Session of the Capital Regional District Board be approved.
CARRIED

3. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

4. SPECIAL MEETING MATTERS

4.1. 22-545 2023 Service Planning - Community Needs Summaries

K. Lorette spoke to Item 4.1.

This Informational Report was received for information.

4.2. 22-492 Capital Regional District 2023 Financial Plan Provisional Approval

R. Lapham spoke to Item 4.2.

Discussion ensued regarding:
- McPherson funding
- provincial and federal funding and grants for housing projects

MOVED by Director Murdoch, SECONDED by Director Mersereau,
1. That the Capital Regional District 2023 Financial Plan be given provisional approval as amended;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved for expenditure;
4. That the 2023 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix M be approved.
6. That additional Building Inspection resources be added to the provisional budget to address the backlog of building permit applications and to amend the staff establishment chart, if required.
CARRIED

Motion Arising
MOVED by Director Helps, SECONDED by Director Taylor,
That the CRD Board request that staff report back on options for increasing funding for land acquisition for housing.
CARRIED

4.3. 22-486 BC Local Government Climate Action Program - Funding Distribution

L. Hutcheson spoke to Item 4.3.

MOVED by Director Hicks, SECONDED by Director Taylor,
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.

Motion Arising
MOVED by Director Helps, SECONDED by Director Loveday,
That the CRD Board allocate $73,150 of the funding available through the new provincial climate funding in 2022 to help complete the Vancouver Island and Coastal Communities Climate Leadership Plan.

Director Mersereau left the meeting at 1:42 pm and joined electronically.

Discussion ensued regarding:
- funding allocation
- climate action initiatives
- climate action service in other regional districts
- affordable housing
- time sensitivity

MOVED by Director Desjardins, SECONDED by Alternate Director Brent,
That the matter be referred to a future meeting of the Environmental Services Committee.
CARRIED
Opposed: Taylor

The question was called on the main motion.

That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.
CARRIED

4.4. 22-540 Mt Erskine Water Conversion

MOVED by Director Hicks, SECONDED by Director Blackwell,
Authorize the submission of an application for an Infrastructure Planning grant for Mount Erskine Water Society to assess the water society's infrastructure, operations, and financial position.
CARRIED

4.5. 22-474 Motion with Notice: Wood Burning Appliance Operation of Salt Spring Island (Director Holman)

MOVED by Director Hicks, SECONDED by Director Holman,
That staff provide a report regarding CRD or CRHD legal authority to regulate wood burning appliance operation in the Salt Spring Island electoral area, and that the Southern Gulf Islands and Juan de Fuca electoral areas be specifically excluded.
CARRIED

4.6. 22-519 Indigenous Intercultural Skills Training for Board Directors

MOVED by Director Desjardins, SECONDED by Director Helps,
That staff be directed to offer Directors a series of Indigenous intercultural training, learning and coaching opportunities in 2023.
CARRIED

4.7. 22-521 First Nations Relations Operational Update

This Informational Report was received for information.

4.8. 22-560 Bylaw 4407 - "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 150, 2021"

MOVED by Director Hicks, SECONDED by Director Blackwell,
That Bylaw 4407 "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 150, 2021" be adopted.
CARRIED

4.9. 22-564 Public Hearing Report on Bylaw No. 4473, “Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022”

MOVED by Director Hicks, SECONDED by Director Blackwell,
1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4473, “Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022” which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 7 and continued on September 8, 2022 for Bylaw No. 4473, be received.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell, CARRIED
2. That Bylaw No. 4473 be read a third time.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell,
3. That Bylaw No. 4473 be adopted.
CARRIED

4.10. 22-563 Public Hearing Report on Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022"

MOVED by Director Hicks, SECONDED by Director Blackwell,
1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 13, 2022, for Bylaw No. 4464, be received.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell,
2. That Bylaw No. 4464 be read a third time.
CARRIED

MOVED by Director Hicks, SECONDED by Director Blackwell,
3. That Bylaw No. 4464 be adopted.
CARRIED

4.11. 22-524 City of Langford Hotel Tax

N. Chan spoke to Item 4.11.

MOVED by Director Blackwell, SECONDED by Director Seaton,
That the Capital Regional District support renewal of the City of Langford's application to levy an accommodation tax under the Municipal and Regional District Tax (MRDT) provision of the Provincial Sales Tax Act.
CARRIED

4.12. 22-562 Bylaws No. 4487 and 4488: Seagirt Waterworks Conversion to CRD Service

T. Robbins spoke to Item 4.12.

Director Isitt joined the meeting in person at 2:25 pm.

MOVED by Director Hicks, SECONDED by Alternate Director Brent,
1. That Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Hicks, SECONDED by Alternate Director Brent,
2. That participating area approval for Bylaw No. 4487 is authorized by sufficient petition in accordance with ss. 337 and 347 of the Local Government Act;
3. That Bylaw No. 4487 be referred to the Inspector of Municipalities for approval.
CARRIED

MOVED by Director Hicks, SECONDED by Alternate Director Brent,
4. That Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Hicks, SECONDED by Alternate Director Brent,
5. That participating area approval for Bylaw No. 4488 is authorized by sufficient petition in accordance with ss. 337, 347, 407 and 408 of the Local Government Act; and
6. That Bylaw No. 4488 be referred to the Inspector of Municipalities for approval.
CARRIED

5. MOTION TO CLOSE THE MEETING

5.1. 22-553 Motion to Close the Meeting

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

The Capital Regional District Board moved to the closed session at 2:28 pm.

6. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 3:09 pm and reported on the following:
- Item 3.1. - Appointments to CRD Commissions and Committees:
In accordance with Bylaw No. 3654, that the following be appointed to the North Galiano Fire Protection and Emergency Response Service Commission for a term expiring December 31, 2022: Roger Allen, Allan Doty, Roger Pettit

In accordance with Bylaw No. 3654, that the following be appointed to the North Galiano Fire Protection and Emergency Response Service Commission for a term expiring December 31, 2023: Kurt Bandelow, Michael Clark, Judith Hamilton, Ken Kucille,

In accordance with Bylaw No. 3727 that the following be appointed to the Salt Spring Island Community Economic Sustainability Commission for a term expiring December 31, 2023: Francine Carlin, Dr. Daniel Muzyka

In accordance with Solid Waste Advisory Committee Terms of Reference that the following person be appointed to the Solid Waste Advisory Committee for a term to expire December 31, 2024: Margaret McCullough, Wendy Stevens

In accordance with Bylaw No. 3523 that the following be appointed to the Southern Gulf Islands Library Commission for a term expiring December 31, 2023: Ellen Bourassa, Laura Vilness, Marilynn Winterbottom, Charlotte Young

7. ADJOURNMENT

MOVED by Director Brice, SECONDED by Director Helps,
That the September 21, 2022 Capital Regional District Board meeting be adjourned at 3:10 pm.
CARRIED

_____

CHAIR

CERTIFIED CORRECT:

_____

CORPORATE OFFICER

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625 Fisgard St.,
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Capital Regional District

Meeting Minutes

Committee of the Whole

Wednesday, May 11, 2022 | **10:30 AM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC V8W 1R7**

Special Meeting - Strategic Plan

PRESENT:
Directors: C. Plant (Chair), R. Mersereau (Vice Chair), D. Blackwell, S. Brice, B. Desjardins (10:57am) (EP), K. Harper (EP) (for F. Haynes (12:48pm)), L. Helps, M. Hicks, G. Holman, P. Brent (for D. Howe), S. Potts (for B. Isitt), J. Loveday, C. McNeil-Smith, R. Martin, K. Murdoch, G. Orr, J. Ranns, L. Seaton, M. Tait (EP), N. Taylor (EP), K. Williams, G. Young

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; E. Sinclair, Senior Manager, Regional and Strategic Planning; F. Lopez, Manager, Strategic Planning; M. Lagoa, Deputy Corporate Officer; J. Dorman, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director(s) D. Howe, B. Isitt, D. Screech, and R. Windsor

The meeting was called to order at 10:35 am.

1. Territorial Acknowledgement

Vice Chair Mersereau provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Mersereau, SECONDED by Director Helps,
That the agenda for the May 11, 2022 Session of the Committee of the Whole be approved.
CARRIED

3. Chair's Remarks

Chair Plant spoke about how this is a chance for us to look back, think about looking forward and give some advice to the incoming board on how they might want to look at strategic planning and orientation.

4. Presentations/Delegations

4.1. 22-328 Delegation - Geoff Pearce; Resident of Metchosin: Re: Agenda Item 5.2.: Board Orientation and Strategic Plan 2023 - 2027

G. Pearce spoke to Item 5.2.

5. Special Meeting Matter(s)

5.1. 22-322 2019-2022 Board Strategic Priorities-Annual check-in

B. Lapham and K. Lorette spoke to Item 5.1

Discussion ensued on the following:
- E&N Corridor advocacy directed towards protection
- housing first program funding and rising construction costs
- EV charging infrastructure and road map
- climate change support and programming
- Land Acquisition Fund
- solid waste management plan and waste disposal rates
- different services provided to nations within the region
- first nations representation and shared governance

Director Hicks left the meeting at 10:45 am.

Director Murdoch left the meeting at 11:43 am.

Director Desjardins left the meeting at 11:46 am.

The meeting recessed at 11:48 am.

Director Murdoch joined the meeting online at 11:49 am.

The meeting reconvened at 11:57 am.

Director Hicks joined the meeting online at 11:58 am.

Director Desjardins joined the meeting in person at 12:40 pm.

Director Haynes joined the meeting in person at 12:48 pm.
Alternate Director Harper left the meeting at 12:48 pm.

MOVED by Director Mersereau, SECONDED by Director Seaton,
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.

MOVED by Director Holman, SECONDED by Director Loveday,
That the motion be amended by adding "that CRD Board heighten it's advocacy regarding protection of the E&N Corridor as a transportation corridor including reinstatement of passenger and freight rail services."
CARRIED
OPPOSED: Young

The question was called on the main motion as amended.
The Committee of the Whole recommends to the Capital Regional District (CRD) Board:
1. 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.
2. That the CRD Board heighten it's advocacy regarding protection of the E&N Corridor as a transportation corridor including reinstatement of passenger and freight rail services.
CARRIED

5.2. 22-299 Board Orientation and Strategic Plan 2023-2027

K. Lorette spoke to Item 5.2.

MOVED by Director Seaton, SECONDED by Director Mersereau,
The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.
CARRIED
OPPOSED: Ranns

6. Motion to Report to the Board

6.1. 22-313 Motion to Report to the Board

MOVED by Director Helps, SECONDED by Director Mersereau,
That the Committee of the Whole report to the Capital Regional District Board at the May 11, 2022 regular meeting regarding Items 5.1. and 5.2.
CARRIED

7. Adjournment

MOVED by Director Mersereau, SECONDED by Director Helps,
That the May 11, 2022 Committee of the Whole meeting be adjourned at 12:58 pm.
CARRIED

_____
CHAIR

CERTIFIED CORRECT:

_____
CORPORATE OFFICER

Meeting Minutes

CAO Recruitment Selection Committee

Wednesday, July 20, 2022 | **2:00 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

Special Meeting

PRESENT
Directors: C. Plant (Chair), D. Blackwell, S. Brice, B. Desjardins, M. Hicks (EP), J. Loveday (EP), C. McNeil-Smith, K. Murdoch (EP), D. Screech

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

Guests: A. Rzen (EP), E. Harbison (EP) and J. Madden (EP), PFM Executive Search

EP - Electronic Participation

Regrets: Directors Mersereau, Tait

The meeting was called to order at 2:01 pm.

1. Territorial Acknowledgement

Chair Plant provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director McNeil-Smith, SECONDED by Director Screech,
That the agenda for the July 20, 2022 Session of the CAO Recruitment Selection Committee be approved.
CARRIED

3. Adoption of Minutes

3.1. 22-475 Minutes of the April 27, 2022 CAO Recruitment Selection Committee

MOVED by Director Screech, SECONDED by Director Desjardins,
That the minutes of the CAO Recruitment Selection Committee meeting of April 27, 2022 be adopted as circulated.
CARRIED

4. Presentations/Delegations

There were no presentations or delegations.

5. Special Meeting Matters

There were no special meeting matters.

6. Motion to Close the Meeting

6.1. 22-476 Motion to Close the Meeting

MOVED by Director Brice, SECONDED by Director Blackwell,
That the meeting be closed for Labour Relations in accordance with Section 90(1) (c) of the Community Charter.
CARRIED

The CAO Recruitment Selection Committee moved into the closed session at 2:04 pm.

The CAO Recruitment Selection Committee rose from the closed session on September 1, 2022 at 3:03 pm without report.

7. Adjournment

MOVED by Director Brice, SECONDED by Director Screech,
That the CAO Recruitment Selection Committee meeting of July 20, 2022 be adjourned at 3:04 pm on September 1, 2022.
CARRIED

_____
CHAIR

_____
RECORDER

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625 Fisgard St.,
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Capital Regional District

Meeting Minutes

Committee of the Whole

Wednesday, September 21, 2022 **10:30 AM** **6th Floor Boardroom**
625 Fisgard Street
Victoria, BC V8W 1R7

Special Meeting - Provisional Budget

PRESENT:
Directors: C. Plant (Chair), R. Mersereau (Vice Chair), D. Blackwell, P. Brent, S. Brice (10:52 am) (EP), B. Desjardins, C. Graham (for R. Windsor), F. Haynes (10:55 am) (EP), L. Helps, M. Hicks, G. Holman, B. Isitt, J. Loveday, C. McNeil-Smith, R. Martin, K. Murdoch, G. Orr, J. Ranns (10:33 am), D. Screech (11:06 am), L. Seaton, M. Tait (EP), N. Taylor, K. Williams, G. Young

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; R. Lachance, Senior Manager, Financial Services; B. Semmens, Manager, Financial Planning; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director R. Windsor

The meeting was called to order at 10:30 am.

1. Territorial Acknowledgement.

Chair Plant provided the Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Mersereau, SECONDED by Director Blackwell,
That the agenda for the September 21, 2022 Session of the Committee of the Whole be approved.
CARRIED

3. Presentations/Delegations

There were no presentations or delegations.

4. Special Meeting Matters

4.1. 22-545 2023 Service Planning - Community Needs Summaries

K. Lorette, R. Lapham and N. Chan spoke to Item 4.1.

Director Murdoch left the meeting at 11:19 am.

This Informational Report was received for information.

4.2. 22-492 Capital Regional District 2023 Financial Plan Provisional Approval

N. Chan spoke to Item 4.2. and provided a PowerPoint presentation regarding the 2023 Provisional Budget.

Discussion ensued regarding:
- drivers for landfill and recycling
- municipal debt and debt servicing
- accountability initiative business cases listed in Appendix A
- interest rate implication on financing projects
- governance options regarding transportation
- economic development inclusion in community needs
- information technology initiatives and upgrades
- strategic planning for incoming board
- revenue generating assets
- land banking and affordable housing opportunities
- community works funding

MOVED by Director Mersereau, SECONDED by Director Hicks,
The Committee of the Whole recommends to the Capital Regional District Board:
1.That the Capital Regional District 2023 Financial Plan be given provisional approval as presented.

Discussion ensued regarding:
- next steps regarding addressing backlog of permits
- funding of service

MOVED by Director Hicks, SECONDED by Director Alternate Director Brent,
That the main motion be amended to add the following:
The Committee of the Whole recommends to the Capital Regional District Board:
6. That additional Building Inspection resources be added to the provisional budget to address the backlog of building permit applications and to amend the staff establishment chart, if required.
CARRIED

The question was called on the main motion as amended:
The Committee of the Whole recommends to the Capital Regional District Board:
1.That the Capital Regional District 2023 Financial Plan be given provisional approval as amended.
CARRIED

Discussion ensued regarding land-banking for affordable housing.

MOVED by Director Mersereau, SECONDED by Director McNeil-Smith,
The Committee of the Whole recommends to the Capital Regional District Board:
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
CARRIED

MOVED by Director Mersereau, SECONDED by Director Blackwell,
The Committee of the Whole recommends to the Capital Regional District Board:
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved for expenditure.
CARRIED

MOVED by Director Mersereau, SECONDED by Director Blackwell,
The Committee of the Whole recommends to the Capital Regional District Board:
4. That the 2023 Community Need Summaries be approved as presented.
CARRIED

MOVED by Director Mersereau, SECONDED by Director Blackwell,
The Committee of the Whole recommends to the Capital Regional District Board:
5. That the Staff Establishment Chart as attached in Appendix M be approved.
CARRIED

Discussion ensued regarding regional transportation.

Motion Arising
MOVED by Director Mersereau, SECONDED by Director Blackwell,
The Committee of the Whole recommends to the Capital Regional District Board:
To refer an update on the status of advancing the regional transportation priorities to the Board in Q4 of 2022, as well as options for next steps to explore changes in governance for transportation in the region.

MOVED by Alternate Director Graham SECONDED by Director Seaton,
That the matter be referred to the November 2022 meeting of the CRD Board.
CARRIED
Opposed: Brent, Helps, Isitt, Loveday, Martin, Mersereau, Taylor, Young

4.3. 22-551 Motion to Report to the Board

MOVED by Director Screech, SECONDED by Director Blackwell,
That the Committee of the Whole report to the Capital Regional District Board at the September 21, 2022 special meeting regarding Items 4.1. and 4.2.
CARRIED

5. Adjournment

MOVED by Director Mersereau, SECONDED by Director Blackwell,
That the September 21, 2022 Committee of the Whole meeting be adjourned at 12:37 pm.
CARRIED

_____
CHAIR

CERTIFIED CORRECT:

_____
CORPORATE OFFICER

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

A bi-monthly update on external grants activity for the period of June 14 through September 2022.

BACKGROUND

This report summarizes activities and outcomes since the Capital Regional District (CRD) External Grants Update was last presented at the July 2022 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress. This will be the last External Grants Report Update for 2022.

IMPLICATIONS

Financial Implications

Grants / Contributions Awarded

Three grants are under news embargo.

1. $4,413,690 (total) - Reaching Home: incremental funding for:
    a. 2022/23: $2,223,331
    b. 2023/24: $2,190,359
    c. The new total for the five year agreement (2019-2024) is $11,587,720.

2. $1,989,000 through Investing in Canada Infrastructure Program, Rural and Northern Communities Program Stream: SSI Maliview Wastewater Treatment Plant Upgrade Project, combined federal and provincial funding.

3. $457,500 (total) through Natural Resources Canada – Zero Emission Vehicle Infrastructure Program for the Capital Regional Electric Vehicle Charging Initiative Project.
    a. Grant award for CRD is $315,000.
    b. Partnership project with the City of Victoria, Township of Esquimalt, and Town of View Royal.

4. $150,000 through UBCM's Community Emergency Preparedness Fund – 2022 Extreme Heat Risk Mapping, Assessment, and Planning Grant Stream to support the Capital Regional Extreme Heat Vulnerability Mapping Dashboard Project.

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. $24,665 through UBCM's Community Emergency Preparedness Fund – 2022 Emergency Operations Centre and Training Grant Stream to support the CRD EOC Upgrade Project.

7. $22,502 through UBCM's Community Emergency Preparedness Fund – Emergency Support Services 2022 intake to support the ESS Modernization Project.

8. $21,200 through the ICBC Road Improvement Program for Salt Spring Island Speed Reader Boards Project (increased from application request).

9. $6,450 through UBCM's Asset Management Planning Program to support SEAPARC's Leisure Complex Facility Condition Assessment.

10. $5,000 through PlanH Healthy Communities Grant – 2022 Community Connectedness Stream to support the Building Community Connections with Equity-Seeking Groups Currently Underrepresented in Active Transportation Project.

Applications Submitted

Six CRD applications were submitted:

1. $6,000,000 through Strategic Priorities Fund – Canada Community Building Fund to support Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement.

2. $5,999,999 through Strategic Priorities Fund – Canada Community Building Fund to support Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC.

3. $4,376,354 through Strategic Priorities Fund – Canada Community Building Fund to support Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC.

4. $150,000 through UBCM's Community Emergency Preparedness Fund – 2022 Extreme Heat Risk Mapping, Assessment, and Planning Grant Stream to support the Capital Regional Extreme Heat Vulnerability Mapping Dashboard Project.

5. $100,000 through Salt Spring Island Foundation to support Mount Maxwell Park Land Acquisition Project.

6. $12,500 through the ICBC Road Improvement Program for Salt Spring Island Speed Reader Boards Project.

Core Area Wastewater Treatment Plant Project Update
The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. Cumulatively, the CRD has received $456.75M to date of the maximum $462M in grant revenues.

Service Delivery Implications

New Grant Opportunities

Thirty-one 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 7-9), and in the table below:

Grant	Deadline	Information
Forest Enhancement Society of BC Funding 2022-2023	11-Jul-22 and ongoing	Funding support to reduce wildfire risk and increase community resilience across BC.
Municipal Asset Management Program – Federation of Canadian Municipalities	Closing call for applications: Final deadline: 15-Jul-22	Due to overwhelming volume of interest, FCM is closing its call. No further intakes are anticipated to fund asset management related activities.
Opportunities Fund for Persons with Disabilities – National or Regional Component	22-Jul-22	Funding to support individuals and employers that work to support disability inclusion and accessibility in employment.
Age Well at Home Initiative – Employment and Social Development Canada	22-Jul-22	Funding through two streams to support projects that enable seniors to age in place: 1.Scaling up for Seniors Stream 2. In-Home Support Pilot Project Stream.
CleanBC Go Electric Public Charger Program	12-Aug-22	Funding (rebates) for public Direct Current Fast Chargers.
Small Projects Stream – National Infrastructure Fund	27-Sept-22	Funding for increased use and uptake of natural and hybrid infrastructure and community awareness activities.
Disaster Risk Reduction-Climate Adaptation (Formerly, Flood Risk Assessments, Mapping and Mitigation Planning Stream) – Community Emergency Preparedness Fund – UBCM	30-Sep-22	Funding to support risk reduction from future disasters due to natural hazards and climate-related risks.
Energy Innovation Program – Front-End Engineering and Design Studies	03-Oct-22	Funding for Carbon capture, utilization and storage projects.
Adaption Resilience and Disaster Mitigation Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program	11-Oct-22	Funding to infrastructure projects that increase structural/natural capacity to reduce/negate the effects of flooding.

Grant	Deadline	Information
BC Active Transportation	21-Oct-22	Two funding streams to support active infrastructure: 1. Active Transportation Network Planning Stream 2. Infrastructure Stream.
2022 Volunteer and Composite Fire Department Training and Equipment – Community Emergency Preparedness Fund – UBCM	21-Oct-22	Funding to build resiliency to prepare for and respond to emergencies through: • Training • Purchase of new or replacement equipment.
Enabling Accessibility Fund – 2022 Small Projects Component	01-Nov-22	Grants up to $100K to improve community and workplace accessibility for persons with disabilities.
Indigenous Peoples Resilience Fund	11-Nov-22	Funding for community groups, non-profits and public bodies to support activities addressing pressing social inclusion caused by COVID-19 and serving Indigenous peoples.
Clean Fuels Fund – Establishing Biomass Supply Chains	23-Nov-22	Funding for steady and useable supply of sustainable feedstock to be available for clean fuel production facilities.
2022 Indigenous Cultural Safety and Cultural Humility Training – Community Emergency Preparedness Fund – UBCM	25-Nov-22	Funding for: • Cultural safety and humility training • Adapting emergency management tools to be inclusive of Indigenous peoples • Support to Indigenous communities during emergency mitigation, preparedness, response and recovery.
Regional Community to Community Forum – UBCM	02-Dec-22	Funding for events to increase understanding and improved relations between First Nations and local governments.
Connecting Communities BC – Connectivity Infrastructure (Canada/BC)	15-Dec-22 (first intake)	Funding to expand broadband connectivity infrastructure to underserved, remote rural and Indigenous communities.
2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM	27-Jan-23	Local capacity support for emergency support services through volunteer recruitment, training, and purchase of equipment.
2023 Emergency Operations Centres: Training and Equipment – Community Emergency Preparedness Fund – UBCM	31-Mar-23	Funding for purchase of equipment and supplies to maintain or improve Emergency Operations Centres and enhance capacity through training.

Grant	Deadline	Information
2023 Public Notification and Evacuation Planning – Community Emergency Preparedness Fund – UBCM	28-Apr-23	Funding for: • Evacuation route planning and public notification • Emergency support services • Emergency operations centres and training.
Community Anniversaries – Building Communities through Arts and Heritage – Canadian Heritage	30-Apr-23	Provides funding for one-time events/capital projects that celebrate the 100th (or 125th, 150th, 175th etc.) anniversary of a significant historical event/personality.
2023 FireSmart Community Funding & Supports Program – Community Resiliency Investment – UBCM	01-Oct-22 to 31-Dec-23 (open intake)	Funding to increase community resiliency by undertaking FireSmart planning/activities to reduce risk of wildfire to communities.
Legacy Funding - Building Communities through Arts and Heritage – Canadian Heritage	Before anniversary date	Funding for capital projects to commemorate historical event or local historical personality.
Commemorate Canada – Canadian Heritage	Continuous	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.
Green Municipal Fund – Planning Stream Early Support for Sustainable Affordable Housing Projects – FCM	Until funding has been allocated	Funds for deliverables required in applications for additional funding of energy efficient affordable housing projects.
Green Municipal Fund – GHG Reduction Pathway Feasibility – FCM	Until funding has been allocated	Funding to allow municipalities to assess feasibility for near and long-term projects that reduce energy and GHS, extend asset life and reduce cost for recreational and cultural facilities.
Medium- and Heavy-Duty Zero-Emission Vehicles (iMHZEV) Program	Until 2026 or until funds are allocated	Funding to encourage adoption of medium and heavy-duty zero emission vehicles.
Green and Inclusive Community Buildings Program – Infrastructure Canada	Continuous	Funding for: • Repairs, upgrades or retrofits for community buildings • New construction of community buildings for underserved or high needs communities.
Cultural Spaces – Canadian Heritage	Continuous	Funding for improvement of physical conditions for heritage, culture and creative innovation: • Renovations and construction • Acquisition of special equipment • Feasibility studies.

Forthcoming Grants

1. Active Transportation Fund – Infrastructure Canada, anticipated intakes forthcoming.
2. Canada Summer Jobs, anticipated intake forthcoming.

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%
	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. Approved for $1,989,000.	$ 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%
	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. Approved for $457,500 (CRD portion: $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%
	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 - 2022 Emergency Support Services	28-Jan-22	ESS Modernization Project	☑	9-Mar-22	Protective Services is the lead. Approved for $22,502.	$ 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. Approved for $70,000.	$ 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%

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

Community Emergency Preparedness Fund – 2022 Emergency Operations Centre and Training Grant Stream-UBCM	25-Feb-22	CRD EOC Upgrade Project	☑	13-Apr-22	Protective Services is the lead. Approved for $24,665.	$ 24,665.00	100.00%
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%
Active Transportation Fund	31-Mar-22	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project	☑	13-Oct-21	Submitted by Ministry of Transportation and Infrastructure, in partnership with the CRD (Regional Parks)	$ 5,848,328.00	38.40%
Asset Management Planning Program-UBCM	06-May-22	SEAPARC's Leisure Complex Facility Condition Assessment	☑	11-May-22	SEAPARC is the lead. Approved for $6,450.	$ 6,450.00	50.39%
Investing in Canada Infrastructure Program – Green Infrastructure – Climate Change Mitigation Sub-Stream – CleanBC Communities Fund	25-May-22	Capital Regional District Public Electric Vehicle Charging Network project	☑	8-Jun-22	Climate Action is the lead	$ 6,403,671.00	66.20%
PlanH Healthy Communities Grant 2022 Community Connectedness Stream	01-Jun-22	Building Community Connections with Equity-Seeking Groups Currently Underrepresented in Active Transportation project	☑	N/A	Regional and Strategic Planning is the lead. Approved for $5,000.	$ 5,000.00	22.73%
Community Emergency Preparedness Fund – 2022 Extreme Heat Risk Mapping, Assessment, and Planning Grant Stream - UBCM	24-Jun-22	Capital Regional Extreme Heat Vulnerability Mapping Dashboard	☑	13-Jul-22	Climate Action is the lead - Partnership project. Approved for $150,000.	$ 150,000.00	86.11%
Strategic Priorities Fund – Canada Community Building Fund	30-Jun-22	Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement	☑	13-Jul-22	IWS is the lead	$ 6,000,000.00	68.18%
Strategic Priorities Fund – Canada Community Building Fund	30-Jun-22	Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC	☑	10-Aug-22	Regional Parks is the lead	$ 5,999,999.00	73.56%
Strategic Priorities Fund – Canada Community Building Fund	30-Jun-22	Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC	☑	10-Aug-22	Regional Parks is the lead	$ 4,376,354.00	99.73%
ICBC Road Improvement Program	13-Jul-22	Salt Spring Island Speed Boards	☑	10-Aug-22	Salt Spring Community Transportation. Approved for $21,200.	$ 12,500.00	21.75%
Salt Spring Island Foundation	31-Aug-22	Mount Maxwell Parkland Acquisition Project	☑	N/A	Salt Spring Community Parks	$ 100,000.00	11.11%
					TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)	$ 225,654,234	

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

	Grant Program Links	Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)	Grant Award
PROJECTS IN PROGRESS	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	17-Jun-22	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-May-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	2022	Joint CRD Volunteer Fire Department Equiptment and Training Project		PPS	$ 128,372	$ 114,191
	Community Child Care Space Creation Program	SSI	2022	Multipurpose room for licensed child care and recreation programs		SSI Administration	TBC	$ 832,725
	BC Rural Dividend - Rural Community Development Grants	SGI	31-Mar-23	SGI Broadband Connectivity - Planning Project		SGI Administration	TBC	$ 50,000
	Investing in Canada - Community, Culture, Recreation	PES	2023	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks	TBC	$ 2,778,393
	BC Hydro Sustainable Communities Implementation Fund	PES	2021	Capital Region Electric Vehicle Infrastructure Road Map		PES - Environmental Protection - Climate Action	$ 71,500	$ 36,000
	Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation	PPS	2022	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	2022	Salt Spring Island Paratransit System funding through Safe Restart.		SSI Administration. Received additional $70,514.	N/A	$ 294,868
	Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	IWS	30-Jun-22	Goldstream Powerhouse Roof		Regional Water Supply Service	$ 77,160	$ 76,000

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	Municipal Asset Management Program-FCM	AM	Nov-22	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
	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
	2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM	PPS	2022	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	2022	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
	Reaching Home-Government of Canada-Designated Communities	PPS	2024	2022-23: $1,004,181; 2023-24: $1,004,181		Regional Housing	$	2,008,362	$ 2,008,362
	Salt Spring Island Foundation	SSI	2022	Child Care Space Creation - Equipment for New Day Care		SSI Parks and Recreation	$	15,000	$ 3,000

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	Enabling Accessibility Fund-Small Projects	PES	2022	Improving Accessibility - Panorama Recreation & SEAPARC	Work in Progress	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)	Work in Progress	Regional Parks	$	155,750	$ 65,000
	BC Hydro Community Energy Manager Program	PES	2023	Community Energy Specialist from Sept. 2021–Sept. 2023	Work in Progress	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	Work in Progress	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	Work in Progress	Climate Action		TBC	$ 148,400
	CleanBC Go Electric Fleets Infrastructure Assessment rebate	PES	14-Jan-22	Go Electric Fleets IWS Facility Assessment	Project Done	Climate Action		TBC	$ 4,500
	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	PES	30-Nov-22	Eight Level Two Electric Vehicle Chargers, up to 40K	Work in Progress	Climate Action		TBC	$ 40,000
	Natural Resources Canada Zero Emission Vehicle Awareness Initiative	PES	31-Mar-23	Capital Region E-Mobility Awareness Initiative	Work in Progress	Climate Action	$	306,833	$ 224,000
	Community Resiliency Investment Program - 2022 FireSmart Community Funding & Supports	PPS	TBC	Capital Region FireSmart Program Establishment Project	Work in Progress	Protective Services	$	282,444	$ 282,444
	Community Emergency Preparedness Fund - 2021 Evacuation Route Planning Stream	PPS	31-Dec-22	Capital Regional District Evacuation Route Planning Project	Work in Progress	Protective Services	$	30,000	$ 25,000
	BC Hydro Implementation Offer Program	PES	30-Sep-22	Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources	Work in Progress	Climate Action	$	76,500	$ 35,000
	2022 Canada Summer Jobs Program	HR	2022	Summer Student funding for Panorama Recreation-Aquatics ($15,660) and SSI Recreation ($10,962).	Work in Progress	Human Resources	TBC		$ 26,622
	Civil Forfeiture Office Grant Program for Specialized Equipment and Training for Police and Related Agencies	PPS	2022	CRD Regional Parks Compliance and Enforcement Program	Work in Progress	Regional Parks	$	8,079.75	$ 8,079.75
	Local Government Climate Action Program	PES	2024	Climate Action Iniitiatives	Work in Progress	Climate Action	$	126,082.00	$ 126,082.00
GRANTS AWARDED as of September 19 , 2022							**$**	**274,060,058**	**$ 214,371,018**

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply Work in Progress (=delay) Application Done - Outcome pending Project Done (=payment pending) Application Declined Links to information

	Grant Program Links	Launch Date	Application Deadline	Resolution Needed	Departments Alerted	Status
GRANT CALLS IN PROGRESS	Community Gaming Grant	Ongoing				
	Human and Social Programs		30-Nov-22	Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent
	Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects	Ongoing	Ongoing	Depends on $ value	Standing Item	Grant alert sent
	Address Improvement Grant	Ongoing	Ongoing	Not Specified	IT	Grant alert sent
	BC Hydro Sustainable Communities Program	Ongoing	Ongoing	N/A	Standing Item	Grant alert sent
	Efficiency BC - Online hub of energy efficiency initiatives	Ongoing	Ongoing	N/A	Standing Item	Grant alert sent
	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
	Forest Enhancement Society of BC Funding 2022-2023	N/A	11-Jul-22	Not Specified	All	Grant alert sent
	Municipal Asset Management Program - FCM	N/A	15-Jul-22	Required	All	Grant alert sent
	Municipal Natural Assets Initiative-Expressions of Interest	08-Oct-19	15-Jul-22	Not Specified	All	Grant alert sent
	Opportunities Fund for Persons with Disabilities – National or Regional Component	30-May-22	22-Jul-22	Not Specified	All	Grant alert sent
	Age Well at Home Initiative – Employment and Social Development Canada	08-Jun-22	29-Jul-22	Not Specified	All	Grant alert sent
	CleanBC Go Electric Public Charger Program	N/A	12-Aug-22	Not Specified	All	Grant alert sent
	Small Projects Stream – National Infrastructure Fund	N/A	27-Sep-22	May be Required	All	Grant alert sent

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply Work in Progress (=delay) Application Done - Outcome pending Project Done (=payment pending) Application Declined Links to information

GRANT CALLS IN PROGRESS	2022 Asset Management Planning – UBCM	N/A	30-Sep-22	Required	All	Grant alert sent
	Disaster Risk Reduction-Climate Adaptation – Community Emergency Preparedness Fund – UBCM	N/A	30-Sep-22	Required	All	Grant alert sent
	Energy Innovation Program - Carbon capture, utilization and storage RD&D	07-Jul-22	03-Oct-22	Not Specified	All	Grant alert sent
	Adaption Resilience and Disaster Mitigation Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program	15-Jul-22	11-Oct-22	Required	All	Grant alert sent
	BC Active Transportation	06-Sep-22	21-Oct-22	Required	All	Grant alert sent
	2022 Volunteer and Composite Fire Department Training and Equipment – Community Emergency Preparedness Fund – UBCM	N/A	21-Oct-22	Required	All	Grant alert sent
	Enabling Accessibility Fund – 2022 Small Projects Component	07-Sep-22	01-Nov-22	Not Specified	All	Grant alert sent
	Indigenous Peoples Resilience Fund	N/A	11-Nov-22	Not Specified	All	Grant alert sent
	Clean Fuels Fund – Establishing Biomass Supply Chains	25-Aug-22	23-Nov-22	Not Specified	All	Grant alert sent
	2022 Indigenous Cultural Safety and Cultural Humility Training – Community Emergency Preparedness Fund – UBCM	N/A	25-Nov-22	Required	All	Grant alert sent
	Regional Community to Community Forum - UBCM	N/A	02-Dec-22	Required	All	Grant alert sent
	Connecting Communities BC	07-Sep-22	15-Dec-22	Required	All	Grant alert sent
	2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM	N/A	27-Jan-23	Required	All	Grant alert sent
	ChildCareBC New Spaces Fund	31-May-22	31-Jan-23	Not Specified	All	Grant alert sent
	CleanBC Go Electric Fleets Program	N/A	31-Mar-23	Not Specified	All	Grant alert sent
	2023 Emergency Operations Centres: Training and Equipment – Community Emergency Preparedness Fund – UBCM	N/A	31-Mar-23	Required	All	Grant alert sent

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

GRANT CALLS IN PROGRESS

2023 Public Notification and Evacuation Planning – Community Emergency Preparedness Fund – UBCM	N/A	28-Apr-23	Required	All	Grant alert sent
Community Anniversaries – Building Communities through Arts and Heritage – Canadian Heritage	N/A	30-Apr-23	May be Required	All	Grant alert sent
2023 FireSmart Community Funding & Supports Program – Community Resiliency Investment – UBCM	01-Oct-22	31-Dec-23	Required	All	Grant alert sent
Legacy Funding - Building Communities through Arts and Heritage – Canadian Heritage	N/A	Before event	May be Required	All	Grant alert sent
Commemorate Canada – Canadian Heritage	N/A	Continuous	Required	All	Grant alert sent
Connectivity Intrastructure – BC	N/A	Continuous	Not Specified	All	Grant alert sent
Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent
Green Municipal Fund – GHG Reduction Pathway Feasibility - FCM	N/A	Continuous	Required	All	Grant alert sent
Medium- and Heavy-Duty Zero-Emission Vehicles (iMHZEV) Program - Transport Canada	11-Jul-22	Continuous	May be Required	All	Grant alert sent
Green and Inclusive Community Buildings Program – Infrastructure Canada	N/A	Continuous	Required	All	Grant alert sent
Cultural Spaces – Canadian Heritage	N/A	Continuous	May be Required	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
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
Smart Renewables and Electrification Pathways Program	N/A	Continuous	Not Specified	All	Grant alert sent

Funding Sources / Plans	Links
GRANTS FORECAST: FUNDING INITIATIVES	UBCM 2022 List of Government Program Services
ONGOING SCANS	ICIP: COVID-19 Resilience Stream - Ventiliation Improvement
	Celebrate Canada-Canadian Heritage Grants
	Canada Summer Jobs
	Active Transporttation Fund - Infrastructure Canada

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REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **McLoughlin Point Wastewater Treatment Plant – Performance Period Closeout**

ISSUE SUMMARY

The McLoughlin Point Wastewater Treatment Plant (MPWWTP) performance period will end on January 13, 2023 and under the terms and conditions of the MPWWTP Project Agreement, staff are preparing to closeout the Performance Period and issue final associated payments and holdbacks.

BACKGROUND

On January 13, 2021, the Capital Regional District (CRD) accepted operational responsibility for the McLoughlin Point Wastewater Treatment Plant (MPWWTP). The commissioning period of the MPWWTP has continued to extend into the two-year performance period for the MPWWTP. As previously reported, during this time, the commissioning activities at the MPWWTP have periodically impacted plant performance and effluent quality, and some plant systems, including odour management. Staff remain confident that the issues identified through the commissioning and performance period will be addressed and that the MPWWTP will achieve performance expectations. Based on the status of the project, operational performance, and terms and conditions of the MPWWTP Project Agreement, staff are preparing to closeout the Performance Period by January 13, 2023.

MPWWTP Acceptance and Performance Testing

As previously reported, Harbour Resource Partners Limited Partnership (HRP) has demonstrated through acceptance testing and independent certification, that the MPWWTP has achieved compliance with the Project Agreement standards with regards to process equipment, mechanical systems and control systems. Subsequent to the formal MPWWTP acceptance, which occurred in October 2021, the MPWWTP achieved the following acceptance tests:

- Wet Weather Event Acceptance: Demonstrating plant performance when influent flow is in excess of 216 MLD for a minimum period (December 2020).
- Seasonal Odour Control Acceptance: Demonstrating odour control system performance during periods of water ambient air temperatures (July 2021) and cold ambient temperatures (January 2021).
- Energy Utilization Acceptance: Demonstrating energy utilization at MPWWTP does not exceed the guaranteed maximum energy utilization, adjusted for flow, loading and temperature conditions.

The two-year Performance Period commenced on January 12, 2021. During the Performance Period, and while the MPWWTP has been under CRD operation, HRP has been required to continuously monitor compliance with the Process Performance Guarantees which include:

- Effluent Guarantee: All effluent will meet the specified effluent quality requirements.
- Maximum Sludge Production Guarantee: Sludge production will not exceed the guaranteed maximum sludge production volume and will meet a primary and secondary sludge solids concentration of 1.5-2.5%.
- Odour Control Guarantee: Odour/hydrogen sulfide emissions will not exceed the specified odour emission limits. Odour complaints will result in an investigation to establish the nature of odour at the reported locations and/or the MPWWTP, which will include a determination of performance of the odour treatment system at the time of the complaint.
- Noise Guarantee: operating noise at he MPWWTP will not exceed the limitations on noise prescribed by Township of Esquimalt noise control bylaws.

Effluent Quality

As reported in July, the MPWWTP is a complex plant that involves complex treatment processes. In most cases a single cause and effect reason is unidentifiable for each non-compliance result, but rather a number of often compounding factors. The critical issues contributing to plant performance and periodic reduced effluent quality are continually being investigated and operational adjustments are being implemented. Through continued treatment process optimization, utilizing process engineering consultants, HRP's performance management personnel, and CRD staff process engineering expertise, the CRD remains confident that the MPWWTP effluent quality criteria will be consistently met at the end of the Performance Period, subject to outcomes of planned optimization efforts over the next three months.

Odour Control

The CRD continues to receive odour complaints, primarily from the West Bay (Township of Esquimalt) and Victoria West (City of Victoria) neighborhoods. CRD staff continue to respond to every complaint and are logging and mapping every complaint to try to correlate the occurrence with operational activities and other potential contributing factors. As reported in July, the CRD continues to take steps to improve the function of the odour treatment system and add equipment to further reduce potential odour causing emissions. As of September, the odour control system is fully functional and operating as per the design specifications during normal operating conditions. However, the CRD continues to monitor the odour control system performance and discharges, and is working directly with equipment suppliers to seek opportunities to further increase potential odour removal.

Due to the nature of the complaints (location, timing, wind direction, operational activities occurring), it is believed that there are other potential sources of odour that may be contributing to the impacts in the neighborhoods, so CRD staff have continued to work with the City of Victoria (COV) staff and HRP to identify other potential sources.

At the end of August, COV conducted smoke testing in the municipal storm drain and sewer collection systems in the Victoria West area. Smoke testing will identify where cross-connections between private property sewers and the municipal storm system exist, and/or where cross-connections between private property drains and the municipal sewer system exist. The testing revealed that there are 16 properties in this area that could have the home/building sewer connected to the COV storm drain system. This means that sewer/waste is likely being discharged from the homes into the municipal storm drain pipes that are 'dry' during the summer months – the waste would accumulate and likely cause significant odour. The 16 cross-connections are on

Hereward Road, Walker Street, Griffiths Street and McCaskill Street. To add to this, this storm drain system discharges through an outfall at Barnard Park into West Bay, which could be causing odour in the West Bay area. This was further confirmed through recent bacteriological testing, which indicated significantly elevated levels of wastewater contamination near the outfall. In addition, the CRD deployed hydrogen sulfide data loggers in two storm drain manholes on Hereward Road during September/October which did confirm elevated levels of hydrogen sulfide in the storm system which indicates wastewater exists in the storm drain system.

There is more investigation work planned, including smoke and dye testing and the CRD will be working with the COV to understand how they plan to address the cross-connections. This will potentially involve the COV working with each homeowner and will take some time. Township of Esquimalt staff will also be included in the on-going investigations due to the interconnectedness of the municipal infrastructure further upstream.

In addition to the above, the following actions related to odour control system improvements and investigations are planned prior to year end:

- Further odour survey work during specific times of day and by boat (between MPWWTP, West Bay and Work Point Marina).
- The MPWWTP odour treatment system was not designed to extract air from the tertiary treatment process tanks. The secondary odour treatment system will be modified to treat this potential source of odour laden air. The system is expected to be operational by November now.
- The CRD will be undertaking an 'audit' of the design and performance of the MPWWTP odour treatment system with the owner's engineer (Stantec). This work will begin in October.
- The CRD has undertaken some initial odour investigation work with Vancouver Island University (VIU), who has done similar work with the Regional District of Nanaimo. With VIU, the CRD is hoping to 'fingerprint' the chemical odour profiles from different sources and associate these profiles with odour present in different locations. This work is expected to occur this Fall.

The CRD acknowledges that the resolution to the odour concerns is taking some time, but the CRD remains committed to achieving the performance criteria set out for the MPWWTP, and assisting the other municipalities in determining other potential odour sources and infrastructure issues. CRD staff did receive a letter from the Township of Esquimalt staff at the end of September, which outlines the outstanding commitments between the Township and the CRD, including odour management; the CRD is preparing a response.

<u>MPWWTP Project Agreement Acceptance and Performance Holdbacks/Payments</u>

As per the Project Agreement, upon receipt of the Acceptance Testing documentation and the relevant Independent Certifiers' Acceptance Test Reports the following Acceptance Payments have been released:

- Acceptance Payment in the amount of $60,000,000 (January 2021)
- Wet Weather Event Acceptance Payment in the amount of $3,000,000 (January 2021)
- Seasonal Odour Control Acceptance Payment in the amount of $2,000,000 (October 2021)

- The remaining Project Agreement holdbacks are as follows:
- Completion Holdback in the amount of $5,000,000 to be released following the Performance Period subject to satisfying the performance protocols defined in the Project Agreement, less an amount equal to 200% of the value of any outstanding warranty work as determined by the CRD.
- Performance Incentive Payment in the amount of $500,000 to be released following the Performance Period subject to continuously achieving compliance with all of the Process Performance Guarantees throughout the Performance Period plus an amount up to $500,000 subject to operations and maintenance cost performance, quality of service provided by HRP during Performance Period, and extent of warranty work performed during the Performance Period.

Completion Holdback

CRD staff continue to work with HRP at the MPWWTP to identify and address equipment and process related issues affecting performance and operation. Since January 2021, there have been 313 warranty or deficiency items identified through on going inspections and operational reviews. HRP has funded approximately $2,900,000 through the Performance Period to replace faulty equipment and consumables and add equipment not included in the original design. It is anticipated that by the end of the Performance Period, all but four of the deficiency and warranty items will be addressed. The estimated value of the outstanding items is up to $70,000. With HRP's agreement, it is proposed to withhold this amount from the final contractual payment in December 2022, until the work is complete. Stantec, the owner's engineer on the project, will provide a recommendation to release the holdback prior to year end, based on an 'inspection report' as per the Project Agreement.

Performance Incentive Payment

In consideration of the process performance guarantees, given some of the challenges related to consistent effluent quality and odour control, but also HRP's cooperation and commitment to a successful project through the Performance Period, the CRD is proposing a performance incentive payment of $800,000.

Latent Defect Warranty

Under the Project Agreement, any defects that become apparent during the Latent Defect Warranty Period, which expires January 12, 2031, which were not identified, and could not reasonably have been identified during the warranty period or before the end of the Performance Period, will potentially be rectified by HRP, subject to the CRD notifying HRP and a review process by HRP and the CRD.

CONCLUSION

Based on the status of the MPWWTP project, operational performance, and terms and conditions of the MPWWTP Project Agreement, staff are preparing to closeout the Performance Period by January 13, 2023. CRD staff have been working with HRP to address final remaining deficiency, warranty and operational issues and proposing to release the Completion Holdback and pay a portion of the Performance Incentive Payment in January. The CRD remains committed to

achieving the performance criteria set out for the MPWWTP beyond the contractual conclusion of the Performance Period.

RECOMMENDATION

There is no recommendation, this report is for information only.

Submitted by:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Kristen Morley, JD, General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

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REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Wastewater Treatment Project (WTP) Final Funding and Financing Strategy Performance**

ISSUE SUMMARY

The Capital Regional District (CRD) is in the closure phase of the Core Area Wastewater Treatment Project (WTP, or the Project). This report provides the final project funding update with evaluation of the financing strategy performance.

BACKGROUND

On January 9, 2019, the CRD Board approved the WTP Financing Strategy, as referenced in Appendix A (Report to the Capital Regional District Board (Jan 9, 2019) Wastewater Treatment Project (WTP) Financing Strategy), which projected cashflow needs to the end of the project, inclusive of grant funding. A strategy was designed to lower overall costs of financing using a combination of funding, including debt during construction. A "staggered incremental long-term debt" strategy was recommended to leverage market conditions, mitigate risk of interest rate fluctuation and minimize short-term financing expenses, while meeting cash flow requirements. This recommendation included advancing $60M long-term debt in the spring of 2019 to leverage low borrowing rates.

On May 19, 2021, the Project Board/Staff reported that the project had reached substantial completion and that the project was delivered on budget and that all funding partner reporting requirements and claim eligibility were optimized and on plan as referenced in Appendix B (Project Completion Report).

In July 2021, the Committee received a report that provided an update on the wastewater system commissioning, operation, and construction completion status. The construction across all the Project components was declared substantially complete. Staff continued to work with the various contractors and consultants to address final construction deficiencies and deliverables.

In October of 2021, the Committee received a report stating that cumulatively, the CRD had received $358.8 million of the estimated total of $462.3 million in eligible grant revenue. The remaining (up to) $103.5 million was expected to be received by the end of the year.

This report provides a final update on project funding and performance of the project financing strategy.

IMPLICATIONS

Financial Implications

The forecast of total cost at project close out is $775.0M. This includes $705.7M in costs expended, $63.0M in future obligation under the Residuals Treatment Facility (RTF) contract and the remaining $6.3M in program reserve. Upon close of the project fund, the program reserve will

be transferred to capital reserve and restricted for future capital investment within the Core Area Wastewater Service.

As planned in the 2016 Business Case, the Wastewater Treatment Project has been funded from a combination of requisition dollars, grant funding and long-term debt. The financing strategy approved in 2019 further planned the optimal timing and use of each source of funding throughout the life of the project. Table 1 below summarizes total funding by partner and compares the total funding at closeout to original business case (2016) and the financing strategy (2019).

Table 1: Plan vs. Actual Wastewater Treatment Project Funding by Partner ($ Millions)

Funding Sources	Business Case (2016)	Financing Strategy (2019)	Total (Close Out)	Difference (2019 vs Close Out)	% Share
Federal Grants	$206	$211	$206	($5)	27%
Provincial Grants	248	248	248	-	32%
CRD Portion	311	306	321	15	41%
Total	**$765**	**$765**	**$775**	**$10M**	**100%**

Funding from provincial and federal governments totaling $454 million have been received and were used to repay short term construction financing utilized during the project.

Federal grants were received throughout the Project as planned and aided in project cashflow. The amounts received are lower than plan by $5M in relation to the Public Private Partnership (P3) Canada funding agreement. Upon final claim submission, a portion of project costs were deemed ineligible.

Provincial grants were anticipated to be received in two payments with a significant portion retained until substantial completion. The first disbursement of $62M was received on December 11, 2019. In 2020, staff worked with the Province of BC to amend the funding agreement to receive additional funds sooner than initially agreed upon. As a result, an amendment was approved, and the project received $124M on March 30, 2020. This was a year earlier than forecast, resulting in an estimated short-term interest expense savings of $3M dollars. The final $62M of provincial funding was received on October 26, 2021.

The CRD share of $321M has been funded from a variety of sources as planned in the approved project financing strategy. Table 2 below lists total funding by funding source forecast to closeout, and compares the total funding at closeout to original business case (2016) and the financing strategy (2019).

Table 2: Actual Vs. Plan Wastewater Treatment Project Funding – CRD Portion ($ Millions)

Funding Sources	Business Case (2016)	Financing Strategy (2019)	Total (Close Out)	Difference (2019 vs Close)
Requisition	$311	$136	$153	$17
Future Requisition RTF (Present Value)		63	63	-
FCM Loan		20	20	-
FCM Grant		3	3	-
Debt		84	81	(3)
Interest Income			2	2
Total	**$311**	**$306**	**$321**	**$15**

The difference from the 2019 financing strategy is due to the increase in the total Project cost and the shortfall of $5M from federal grants; however, as previously noted, $6.3M remains in the program reserve.

Performance
The financing strategy framework was established for the Project to optimize partner grants and participant funding. This was to be accomplished by minimizing interest expense during construction and to deliver the most cost-effective financing structure.

As a result of timing of early grant payments, early issuances of long-term debt along with active investment and short term debt management, the financing strategy succeeded in optimizing cashflow while also locking in at low interest rates. As a result, the CRD was able to contribute higher cash on hand and interest earned to fund construction. This resulted in less debt required than planned and cash funding available to cover the $10M increase in project budget.

With respect to each of the above, below are the analysis of the performance of the strategy by funding source:

Requisition Capacity
The annual requisition/invoicing amounts were received as expected, as outlined in the original financing strategy, with $155M received over the course of 2013 to 2020. The cumulative transfer to capital was $153M. The method of gradually increasing requisition throughout the course of the Project was successful and resulted in a significant cash contribution to capital and seamless transition into funding of the operating service upon commencement in 2021.

Residuals Treatment Facility – Future Capital Contributions
The RTF cost accounts for approximately $127M of the $775M total project cost. At service commencement, 50% of the $127M RTF cost was paid ($63M), while the remaining 50% ($63M

present value) will be paid over 20 years through requisition. The payment schedule was set by the P3 proponents, through negotiation with the project team. This is in line with the strategy to fund through requisition as opposed to using debt servicing for this component.

FCM loan and grant

Through the Federation of Canadian Municipalities (FCM) Green Municipal Fund (GMF), on June 30, 2021, the CRD entered a $20M loan agreement and received a $3M grant (15% of the loan value) for construction of the first-ever tertiary wastewater treatment plant for Vancouver Island, the final holdback of $0.25M was received March 31, 2022. The grant funding provided with this loan effectively reduced the borrowing costs over the 10-year term to a lower overall effective rate when compared to loans issued at the same time by the Municipal Finance Authority.

Debt

Throughout the Project term, issuances of long-term debt were: $6M in 2013; $15M in 2018; $60M in 2019. The total amount of long-term debt in relation to the project is $81M. The timing of these debt issuances allowed for the CRD to effectively capitalize on low interest rates by locking into long-term debt early, by issuing a large amount of debt—$60M—a lower long-term rate was locked in than if the short-term borrowings had not been paid off until final completion. All debt issued is to be paid as planned by 2032.

Interest

Interest rates generally have significant impacts on financing capital projects. Short-term rates impact the capital project budget via interim financing, while long-term rates impact the operating budget with debt servicing costs and repayment terms. Concurrently, throughout the construction of the Project, the early receipt of funding resulted in interest earnings of $4M, which were used to offset short-term financing costs as they were incurred. As a result of active investment of capital fund balances and early issuances of long-term debt, the capital fund interest earned surplus of approximately $2M, net of short-term interest expense. The surplus interest income offset the funding the shortfall in federal grant revenue.

CONCLUSION

The Capital Regional District is in the closure phase of the Core Area Wastewater Treatment Project. In 2019, a strategy was designed to lower overall costs of financing throughout the Project using a combination of funding, including debt during construction. An evaluation of the financing strategy performance shows the CRD was able to leverage market conditions, mitigate risk of interest rate fluctuation, minimize short-term financing expenses, meet cash flow requirements, and optimize the lowest cost financing structure to its participants. The total forecast cost to final completion is $775 million. Remaining funding will be used to pay out final commitments and transferred to the capital reserve.

RECOMMENDATION

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

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Report to the Capital Regional District Board (Jan 9, 2019) Wastewater Treatment Project (WTP) Financing Strategy
Appendix B: Project Completion Report May 2016 – May 2021

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APPENDIX A

19-016

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 9, 2019

SUBJECT **Wastewater Treatment Project (WTP) Financing Strategy**

ISSUE

The Capital Regional District (CRD) is in the construction phase of the Core Area Wastewater Treatment Project (WTP). The Project has cash flow needs that are being met and managed through a combination of requisition dollars, grant funding, short-term financing and long-term debt. An analysis optimizing risk and financing costs has been completed, including recommended timing of converting of short-term borrowing to long-term debt.

BACKGROUND

On May 25, 2016 the Regional Board of the CRD:

i) Adopted by resolution the Core Area Wastewater Treatment Project Board Terms of Reference (Project Board Terms of Reference) for the purposes of establishing principles governing the Core Area Wastewater Treatment Project (the Wastewater Treatment Project or the WTP);
ii) Established the Core Area Wastewater Treatment Project Board (Project Board) under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) for the purposes of administering the Core Area Wastewater Treatment Project; and
iii) Delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016).

On September 14, 2016 the Regional Board of the CRD:

i) Received the final report of the Project Board with respect to its recommendation for the WTP, dated September 7, 2016 (the Final Report); and
ii) Approved the business case attached as Appendix 1 (the Business Case) to the Final Report.

The Business Case established the WTP control budget (the Control Budget) of $765M.

When completed, the Wastewater Treatment Project will have been funded by a combination of requisition dollars, grant funding and long-term debt.

WTP Project Funding

The 2016 Business Case established a Control Budget of $765M. Both federal and provincial governments are partners in funding the Project. Table 1 summarizes the funding sources and their respective payment terms.

Table 1 – Wastewater Treatment Project Funding Sources

Funding Partner	Payment Terms	Maximum Partner Contribution (in millions)
Building Canada Fund	Released over the course of the Wastewater Treatment Plant (WWTP) construction, upon review and acceptance of progress claims	120
Green Infrastructure Fund	Released over the course of the conveyance construction, upon review and acceptance of progress claims	50
P3 Canada	Released in a single payment upon the Substantial Completion of the Residuals Treatment Facility (RTF)	41
Province of BC	Released in three payments, upon the substantial completion of the WWTP, the RTF, and the Project Commissioning	248
CRD	Contributed over the course of the WTP	306
Total		**$765**

The CRD has discretion over its $306M contribution and its respective financing strategy.

Budget and financing responsibilities

The CRD Core Area Wastewater Treatment Project Board (the Project Board) Bylaw No. 1, 2016 states that the role of the Project Board is to, amongst other things:

- oversee Project scope, schedule and budget as the Project progresses through planning, procurement and implementation phases, with particular attention to risk identification and risk management; and
- work with the Project Director to resolve material issues that may arise over the course of the Project.

The Project Board Terms of Reference require, amongst other things:

- that the Project Board provide the CRD Board with monthly progress reports and a comprehensive quarterly report on the Project.

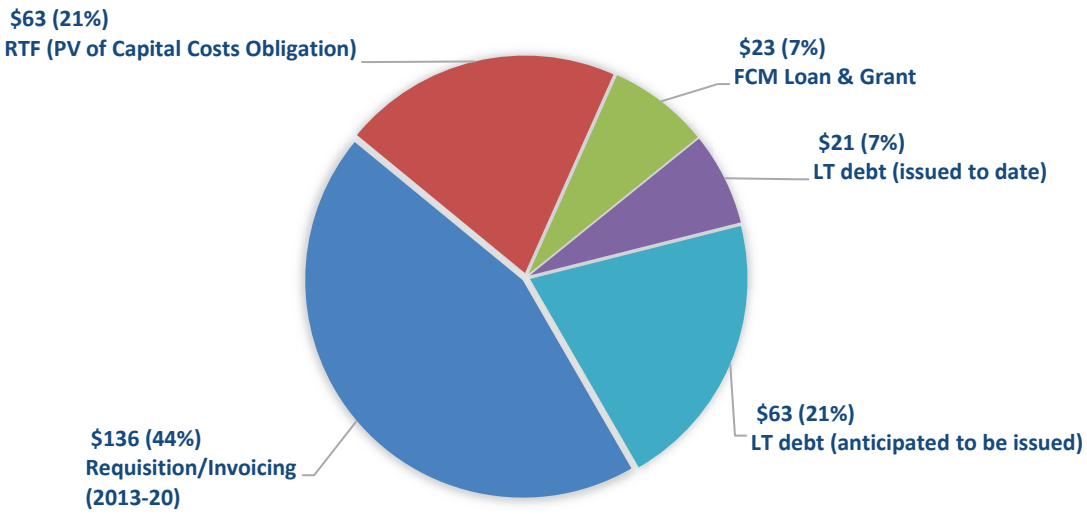
The CRD Board is responsible for the WTP financing strategy and to ensure that funding and cash flow requirements are met.

DISCUSSION

CRD Funding

Figure 1 summarizes the anticipated combination of funding sources for CRD's share of $306M to the WTP.

Figure 1- CRD Funding Sources (in millions)



With respect to each of the contributing funding sources:

Requisition/invoicing (2013-20)

Requisition/invoicing from Core Area Municipalities started in 2013 and increase annually in $5M increments. Through 2018 the District has cumulatively requisitioned $90M from participants and anticipates requisitioning the following annual amounts:

- 2019: $30M
- 2020: $35M
- 2021: $40M and;
- maintaining the requisition level at $40M/year plus annual inflation into future years to fund operating costs, debt serving and, asset replacement / maintenance reserves for the wastewater treatment system.

The annual WTP requisition is reduced by operating expenses incurred in the year, with the net requisition transferred to fund capital costs for the project. Operating expenses include payments on existing debt and WWTP pre-operating costs including; Integrated Water Services (IWS) support services, CRD corporate allocations, chemical and utility costs. The total cumulative WTP requisition for the period of 2013-20 is $155M and the anticipated cumulative transfer to capital is $135.5M or 87%.

RTF Present Value of Capital Cost Obligation

The CRD entered into a Public Private Partnership (P3) agreement in which 50% of the capital costs for the Residual Treatment Facility (RTF) is paid at substantial completion and 50% is paid over the first 20 years of operation. It is projected that the future obligation be paid directly from requisition rather than being debt serviced.

Federation of Canadian Municipalities (FCM) Loan & Grant
An opportunity has been identified with FCM's Green Municipal Fund (GMF), for a $20M loan and $3M grant (15% of the loan value). The CRD performed analysis and determined that the $23M loan and grant yields a better effective interest rate than MFA's present indicative rate. FCM has confirmed that the CRD WTP can bypass the initial-review application process and move directly to the full application stage. CRD intends to submit its application for the loan and grant in early 2019.

Long-term debt - anticipated and issued
To date, the CRD has issued $21M of long-term debt; $6M in 2014 and $15M in 2018. An additional $63M of long-term debt is estimated to be required, to meet CRD's total WTP funding share of $306M. Although the CRD is estimating an additional $63M of long-term debt at the end of the project, this estimate includes assumptions related to project completion and close-out costs. To ensure that the CRD does not overcommit to long-term debt, it is recommended that $60M be included in the 2019 Spring Issue and a final/residual issue be executed at project close-out when the exact value is known.

WTP Financing Strategy Framework
The CRD's Financial Services Department considers all viable options with respect to meeting the Project's cash flow requirements. The base case or standard financing methodology is to use short-term financing to fund project cash flows and convert to long-term debt at project completion. An alternative is to convert a portion of short-term borrowing to long-term debt prior to the end of the construction period.

The primary objectives of the WTP financing strategy are to minimize interest expense during construction and to deliver the most cost effective financing structure, with the lowest overall cost of borrowing to participants.

The financing strategy objectives were balanced with restraints, including but not limited to:
- current and future requisition capacity;
- timing of receipt of grant revenue from Federal and Provincial funding partners;
- timing of receipt of the FCM loan and grant;
- project cash flow needs and the final anticipated long-term debt commitment;
- interest rate trends and overall rate risk.

With respect to each of the above, the CRD has considered the following:

Requisition/invoicing capacity
The annual requisition/invoicing in 2018 is $25M, with incremental increases of $5M/year to a maximum of $40M in 2021 and sustaining into future years. The requisition in 2020 will be funding WWTP operations, RTF operating and capital costs, debt servicing, and asset replacement / maintenance reserves. Debt servicing costs cannot exceed a certain limit to afford appropriate capacity for the other expenses.

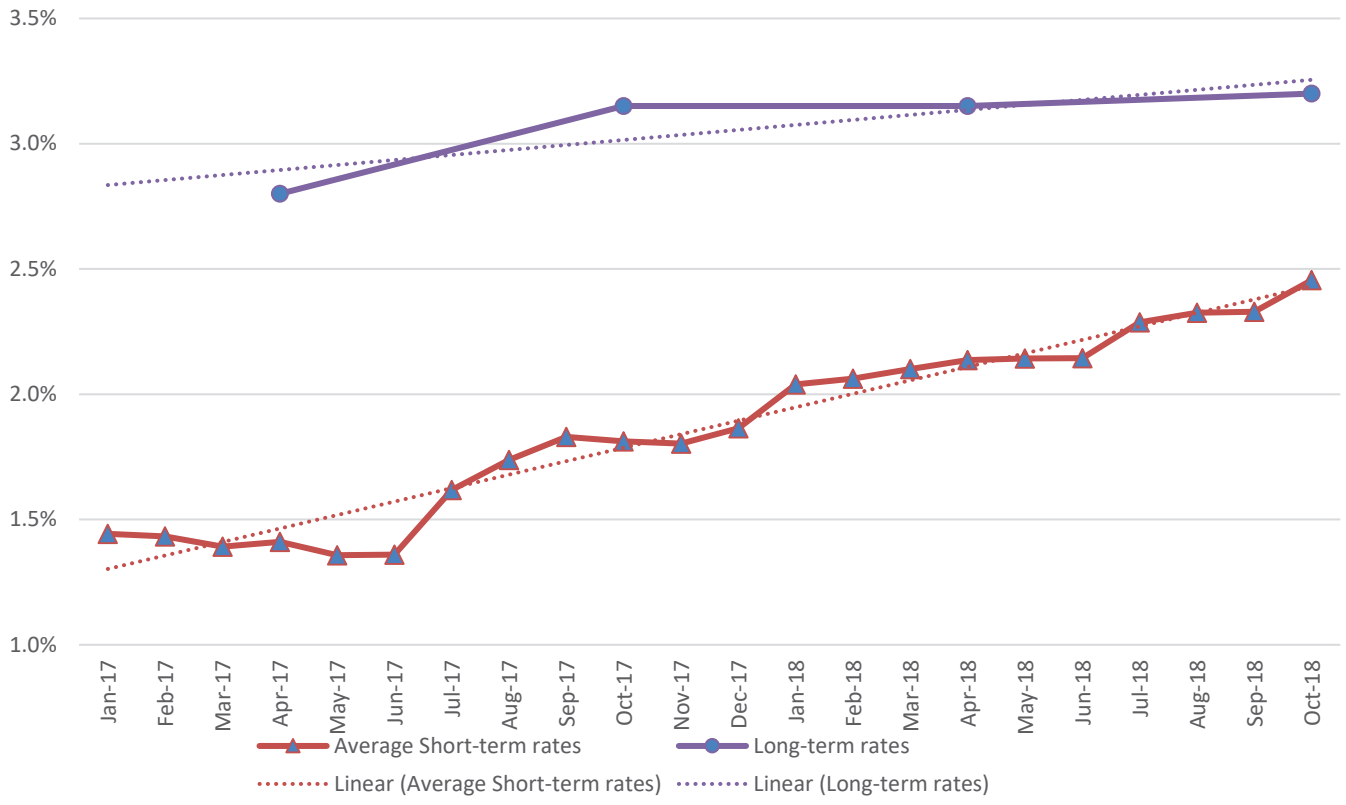
Timing of receipt of grant revenue, FCM loan and grant
The Provincial and P3 Canada contributions (up to $289M) are received at substantial completion, however, the CRD is responsible for the interim financing to meet cash flow requirements. As a result, the CRD will fund the timing difference with short-term financing that will accumulate for the duration of the project. This balance will be repaid upon receipt of grant funding and cannot be converted to long-term debt.

Interest rate trends

Interest rates have significant impact on financing costs. Short-term rates impact the capital project budget via interim financing, while long-term rates impact the operating budget with debt servicing costs and repayment terms. To date, interest rates have shown consistent increases from 2016 onwards.

Figure 2 illustrates interest rate trends since the end of 2016. Specifically, short-term rates with the Municipal Finance Authority (MFA) have increased from 1.34% (Jan 2017) to 2.65% (Dec 2018); long-term (10 year) rates have increased from 2.8% (2017 Spring Issue) to 3.2% (2018 Fall Issue). As of December 4, 2018, the MFA's posted indicative rate for long-term (10 year) borrowing is 3.23%.

Figure 2 – MFA short and long-term interest rates



Debt issuance to date

On March 27, 2013, the CRD Board approved borrowing bylaw No.3887 authorizing the borrowing of $100M for the estimated cost of works related to the WTP. To date $21M of this facility has been used; $6M issued in 2014 and $15M issued in 2018. On April 10, 2013, upon expiry of the quashing period for bylaw No.3887, temporary borrowing Bylaw No. 3888 in the amount of $100M was approved; $66M of this short-term facility has been used to date with the balance anticipated to be used by early 2019.

On September 13, 2017 the CRD Board approved loan authorization Bylaw No. 4204, in the amount of $665M. On July 11, 2018, upon expiry of the quashing period, a temporary borrowing bylaw No.4252 of $300M was approved to fund interim cash flow requirements for the Project. To date, no debt has been applied against this loan authorization.

The total cumulative long-term debt anticipated at the close of the Project is $104M (issued in the amounts of $6M+$15M+$60M+$23M).

2019 Debt Issue
Staff are recommending that $60M for the WTP be included in the security issuing bylaw and approved by the Board for the 2019 Spring Issue. By funding the WTP with long-term debt, risk of interest rate fluctuation can be mitigated and the capital costs of the project will be spread over current and future users.

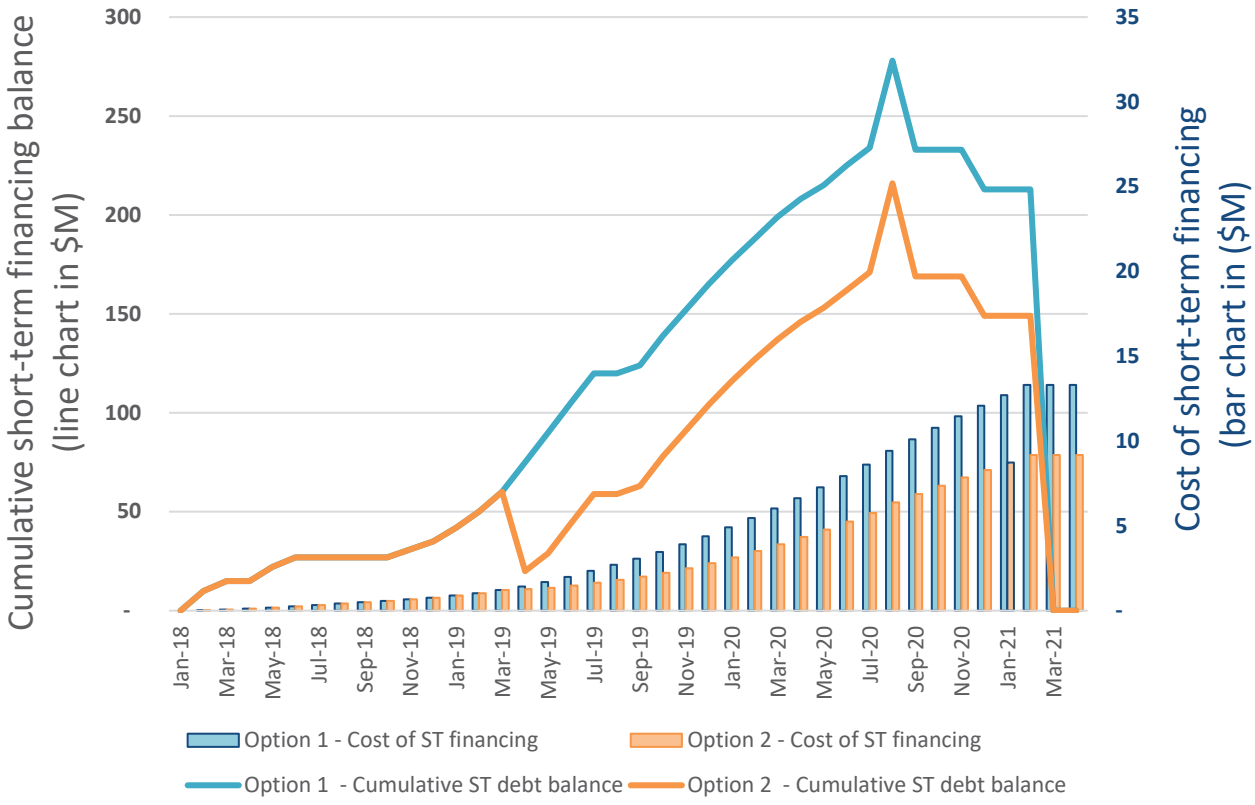
The Municipal Finance Authority's (MFA) Spring Issue is generally funded in April; the anticipated short-term financing balance as at December 21, 2018 is $32M and is estimated to be $50M by April 2019.

When the issue is funded, the long-term debt proceeds will be used to eliminate the short-term financing balance and provide sufficient funds to cash flow the project for approximately one month. Subsequently, the project will rebuild its short-term financing to meet cash flow requirements and provide interim financing for the timing difference in grant funding receipts. The advantage of securing long-term debt and extinguishing the current short-term financing balance is that the CRD will not pay compounding interest charges on the $60M for the duration of the project (estimated to be $3.5M at a short-term financing rate of 3.0%).

Figure 3 illustrates the variance between:
Option 1 - using short-term financing only, for the duration of the project and;
Option 2 – converting $60M of short-term financing into long-term debt and then using short-term financing for the balance of the project.

Depicted below, under Option 1 the cumulative short-term financing balance increases to an estimated $278M at August 2020 and is subsequently repaid upon grant funding receipt and debt issuance; the cumulative cost of interest during construction is estimated to be $13.3M at April 2021. Alternatively, Option 2 reaches a cumulative short-term financing balance of $216M and incurs an estimated $9.2M of interest during construction.

Figure 3 – Short-term financing requirements and cumulative cost of short term financing (in millions).



ALTERNATIVES

Alternative 1
That this report be received for information and that $60M for the Wastewater Treatment Project be included in the security issuing bylaw to be approved by the Board for the 2019 Spring issue.

Alternative 2
That the report be referred back to staff for more information.

FINANCIAL IMPLICATIONS

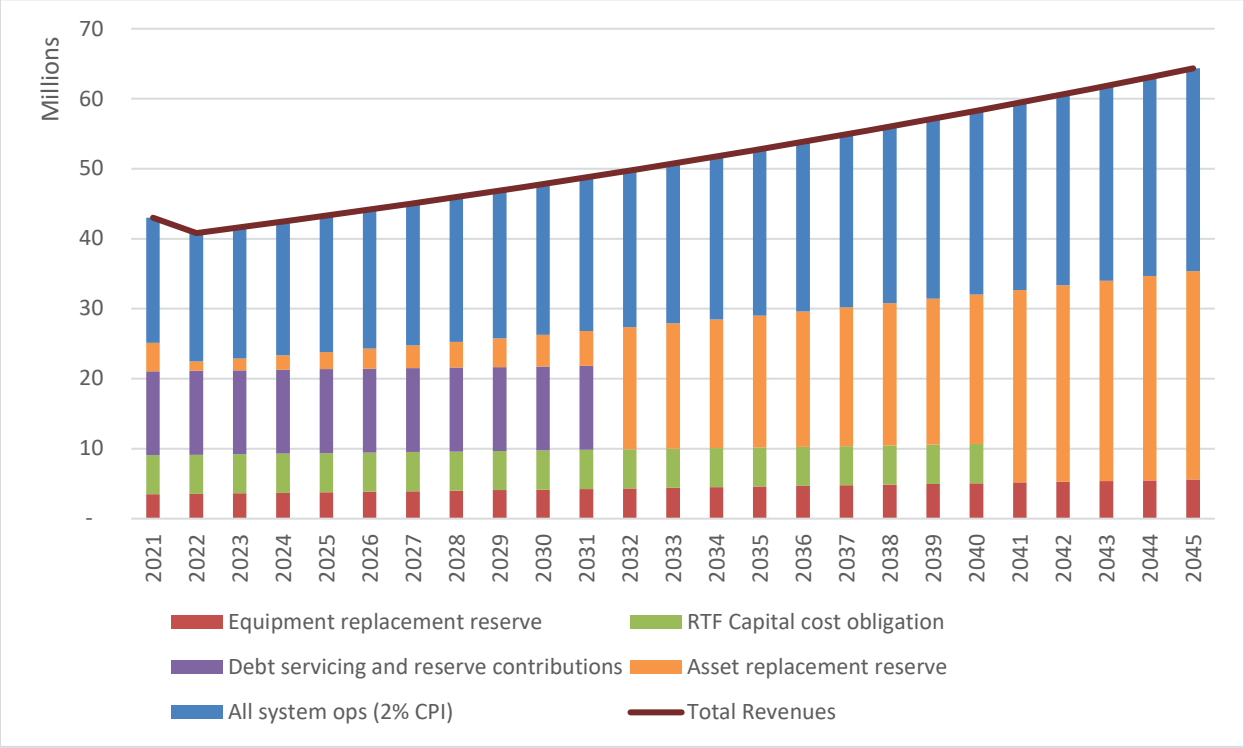
The proposed $60M long-term debt issuance will facilitate financing requirements for the WTP in alignment with the Board approved WTP Control Budget. By securing $60M in long-term debt early, and paying down the cumulative short-term financing balance, the CRD will limit its exposure to interest rate fluctuations, reduce its short-term financing interest expense and can commence principal repayment on debt earlier. Applying $12M of the annual requisition to debt servicing and a debt reserve will make it possible to complete repayment of the $60M long-term debt at its first renewal in 10-years.

Figure 4 illustrates the long-term financial implications of the overall funding strategy. In summary:

- Requisition levels are maintained at $40M with annual inflation

- Debt of $60M is issued in the 2019 Spring Issue (forecasted interest rate of 4%)
- Annual contribution to debt serving and debt reserve is $12M, enabling the repayment of the long-term debt at its 10 year renewal
- FCM loan is fixed for a 20 year term
- A final long-term borrowing is completed for residual expenditures at project close out (estimated at $3M)
- Asset replacement reserve contributions commence in 2021 and accumulate (estimated reserve balance at 2045 is $352M)

Figure 4 – Long-term view of ongoing requisition/invoicing



After the 2019 Spring Issuance, the WTP will access short-term financing to finance the timing differences in funding and cover project costs as approved in the Control Budget; providing access to low cost funding and the flexibility to borrow and repay in short notice. Short-term financing, unlike long-term debt can be repaid at any time without notice or penalty and are flexible to the construction schedule and to the receipt of grant funding from federal and provincial governments. The short-term financing will allow the CRD to continue to manage financing costs, mitigate timing differences in expenditures and grant receipts and access funds as needed, with long-term debt secured/converted at an optimal period.

CONCLUSION

Approval of the $60M long-term debt issuance is recommended to ensure that the CRD is able to leverage current market conditions, mitigate risk of interest rate fluctuation, minimize short-term financing expense, continue to meet cash flow requirements and optimize on the lowest cost financing structure to its participants.

RECOMMENDATION(S)

That this report be received for information and that $60M for the Wastewater Treatment Project be included in the security issuing bylaw to be approved by the Board for the 2019 Spring issue.

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CRD Wastewater Treatment Project

Project Completion Report

Reporting Period: May 2016 to May 2021

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1 Executive Summary

1.1 Wastewater Treatment Project

The Wastewater Treatment Project (the Project) provides tertiary treatment of wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations.

The Wastewater Treatment Project was built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main components:

- McLoughlin Point Wastewater Treatment Plant: located at McLoughlin Point in Esquimalt, the treatment plant provides tertiary treatment to the core area's wastewater.
- Residuals Treatment Facility: residual solids from the wastewater treatment plant are piped to a Residuals Treatment Facility at Hartland Landfill, where they are turned into what are known as Class A biosolids. These biosolids are a high-quality byproduct treated such that it is safe for further use.
- Conveyance System: the conveyance system refers to the 'pumps and pipes' of the Wastewater Treatment Project. This system carries wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill, and also includes an attenuation tank that temporarily stores wastewater flows during high volume storm events to reduce the number of sewer overflows.

The Capital Regional District (the CRD) planned, procured and constructed the Wastewater Treatment Project over the period from May 2016 to May 2021, with some obligations remaining to be fulfilled beyond that date, as summarised in Section 7 of this report. The federal and provincial governments assisted the Capital Regional District in funding the project.

1.2 Project Performance

1.2.1 Achievement of Project Goals

The CRD Board established the following four goals for the Wastewater Treatment Project:

- Meet or exceed federal regulations for secondary treatment by December 31, 2020.
- Minimize costs to residents and businesses (lifecycle costs) and provide value for money.
- Optimize opportunities for resource recovery and greenhouse gas reduction.
- Deliver a solution that adds value to the surrounding community and enhances the liveability of neighbourhoods.

The Wastewater Treatment Project met all four of these goals.

The McLoughlin Point Wastewater Treatment Plant met and exceeded federal regulations when it commenced treating the Core Area’s wastewater to a tertiary level before December 31, 2020. Lifecycle costs were considered at every stage of Project planning and delivery in order to minimize the costs to residents and businesses, and provide value for money. By way of example:

- Starting at the planning stage, a cost effective Project scope and configuration were selected and funding agreements were executed with senior levels of government for a significant portion (60%) of the Project's total cost;
- During the procurement stage competitive selection processes were used to ensure competitive pricing was received for the construction of the Project, and the lifecycle costs of the Project's facilities were evaluated as part of those procurements;
- Lifecycle costs were also considered during design development; and
- Proactive risk management was undertaken at every stage of Project delivery.

Environmental considerations were part of every major decision for the Project, with the result that:

- residual solids produced by the McLoughlin Point Wastewater Treatment Plant are processed into Class A biosolids at the Residuals Treatment Facility: this is the highest quality product allowing for the broadest range of beneficial uses; and
- the design of each of the new major Project facilities (being the McLoughlin Point Wastewater Treatment Plant, the Residuals Treatment Facility and the Macaulay and Craigflower Pump Stations) incorporated Leadership in Energy and Environmental Design (LEED) principles.

To enhance the livability of neighbourhoods, the Wastewater Treatment Project worked with the surrounding communities to identify amenities and/or infrastructure improvements that were either funded by the Project, or funded and delivered by the Project. In addition and in order to minimize the impact of the Project on host communities, all Project components include advanced odour treatment such that there will be no discernible odour by residents.

Section 5.1 of this report provides more detail regarding how each of the Project's goals were achieved.

1.2.2 Key Performance Indicators at Project Completion

The realization of the Project's vision and goals was monitored against the key performance indicators approved by the Project Board. The Project Director reported performance against these key performance indicators to the Project Board on a monthly basis, and their status at Project Completion has been assessed to be as shown in Table 1.

Safety was the Project's top priority: safety of the public, construction workers and CRD staff, including those responsible for delivery of the Project and for its ongoing operation and maintenance. As of May 2021, the vast majority of construction has been completed (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining) with zero fatalities and a safety-first culture maintained within the CRD and all Project Contractors.

Schedule was a critical Project driver, specifically the need to meet or exceed federal regulations for secondary treatment by December 31, 2020. As already noted, the McLoughlin Point Wastewater Treatment Plant met and exceeded federal regulations when it commenced treating the Core Area's wastewater to a tertiary level before December 31, 2020, and, through the addition of the Project components to the core area wastewater system, the system can be operated in compliance with provincial and federal wastewater regulations.

Cost was an important consideration throughout Project planning and delivery. While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur

in the last quarter of 2021, it is forecast that the total Project cost will be approximately $766.7M, which is within the approved budget of $775M. The total Project cost is therefore forecast to exceed the Project's Control Budget (of $765M) by 0.2%, but be well within the budget subsequently-approved by the CRD Board (of $775M).

Over the period of Project delivery, budget pressures included inflation in the cost of labour and materials and design changes from stakeholder input. Considering the constraints of the Project's schedule (which necessarily required an ambitious schedule in order to meet the federal regulations for treatment of wastewater by December 31, 2020) and the onset and continuation of a global health pandemic over the final year of the Project's construction schedule, delivering the Project within 0.2% of the Project's original budget is a significant achievement.

Table 1 – Status of Key Performance Indicators at Project Completion

Key Performance Indicator			Comments
Safety	Deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1*.		As of May 2021, the vast majority of construction has been completed (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining), there have been zero fatalities and the TRIF was 1.5. While this exceeds the Project's ambitious target of no more than 1, it was less than half the industry average: WorkSafe BC records the TRIF for various industries, and for 2018 (the most recent year for which information has been published) the TRIF for heavy construction was 3.2.
Environment	Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction.		The Project met all legislated environmental requirements and, through the design of the various components optimized opportunities for resource recovery and greenhouse gas reduction. Over the course of construction there were a relatively small number of environmental incidents: they were all diligently-managed, appropriately-reported and mitigated as required, with the result that there weren't any long-term impacts. An unexpectedly-significant environmental benefit of the Project included the remediation of McLoughlin Point.
Regulatory Requirements	Deliver the Project such that the Core Area complies with provincial and federal wastewater regulations.		Through the addition of the Project components to the core area wastewater system, the system can be operated in compliance with provincial and federal wastewater regulations.
Stakeholders	Continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders.		Significant efforts were made to engage with and provide accurate and timely information to stakeholders throughout the delivery of the Project. Through these efforts and the achievement of the Project's goals, positive relationships were built and maintained with First Nations, local governments, communities, and other stakeholders.
Schedule	Deliver the Project by December 31, 2020.		The Project completed the majority of construction by December 31, 2020, and achieved its schedule-related goal, which was to meet or exceed federal regulations for secondary treatment of wastewater by December 31, 2020. All aspects of the Project that were required to meet the regulatory requirements were delivered by December 31, 2020. As of May 2021, commissioning of the Residuals Treatment Facility is ongoing and is anticipated to be complete in June 2021, and the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining.
Cost	Deliver the Project within the Control Budget ($765 million).		While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur in the last quarter of 2021, it is forecast that the total Project cost will be approximately $766.7M, which is within the approved budget of $775M. The total Project cost is therefore forecast to exceed the Project's Control Budget (of $765M) by 0.2%, but be well within the budget subsequently-approved by the CRD Board (of $775M).

* A TRIF of no more than 1 means that there is 1 or fewer recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work

Status	Description
	Significant adverse effect of KPI not being met
	KPI not met but outcome managed
	KPI achieved

Section 5.2 of this report provides more detail regarding Project delivery with respect to the Project's key performance indicators.

1.3 Purpose of this Project Completion Report

The purpose of this Project Completion Report is to mark the completion of the Wastewater Treatment Project by:

- assessing the Project's performance against the goals established by the CRD Board (see section 5.1) and the key performance indicators approved by the Project Board (see section 5.2);
- identifying variances from the baseline plans prepared by the Project Board and/or Project Team, in terms of the Project's scope (see section 4), schedule (see section 5.2.5) and cost (see section 5.2.6);
- identifying Project successes and challenges (see section 6); and
- outlining the Project-related commitments and activities that extend beyond May 2021 (see section 7).

Note that another document (the Governance Transition Report) provides more details regarding the project closure activities that have been completed to-date, and the Project-related commitments that extend beyond May 2021.

2 Project Context

2.1 Project Need

The Capital Regional District (CRD) was incorporated in 1966 to provide regional decision-making on issues that transcend municipal boundaries and to enable effective service delivery to residents regionally, sub-regionally and locally. Today, the CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 425,000 people.

The Core Area of the CRD includes seven municipalities and two First Nations within the CRD with a total land area of approximately 215 km^2. The Core Area communities are the Cities of Victoria, Langford, and Colwood, the Districts of Oak Bay and Saanich, the Township of Esquimalt, the Town of View Royal, and the Songhees and Esquimalt Nations. One of the services that the CRD provides for the Core Area is the regional sewage system, which serves a population of approximately 320,000 (as estimated in 2019) in the Core Area.

Until 2020, all wastewater from the Core Area was conveyed to preliminary treatment facilities at Clover Point in Victoria and Macaulay Point in Esquimalt, where it was screened prior to marine discharge. Preliminary treatment was provided by 6 mm fine screening to remove rocks and solids, plastic, and floatable materials. The removed materials were trucked to, and disposed of, at the Hartland Landfill. No other treatment occurred prior to the wastewater being discharged into the marine environment from one of two outfalls, located at Clover Point and Macaulay Point. The CRD was the last major coastal community in North America discharging untreated sewage into the marine environment.

Provincial Municipal Wastewater Regulations (“MWR”) under the Environmental Management Act came into effect in 2012 to, “protect public health and the environment”. The Municipal Wastewater Regulations prescribes the minimum standards of municipal wastewater quality for marine water, fresh water, or ground discharge.

Federal Wastewater System Effluent Regulations (“WSER”) under the Fisheries Act also prescribe effluent quality performance standards. WSER's objective is to decrease the level of deleterious and harmful substances discharged through wastewater effluent. Facilities discharging effluent quality not equivalent to or better than the secondary treatment performance standards are required to be upgraded. Facilities considered high risk, such as those at Macaulay Point and Clover Point were required to be upgraded by December 31, 2020, in accordance with the deadline set out in the transitional authorizations for those facilities.

Failure to comply with the WSER and the MWR could have resulted in regulatory enforcement action in the form of prosecution, fines, imprisonment, and other remedial penalties.

2.2 First Nations

The Core Area, and therefore the Project components, lie within or near the traditional territories of 16 First Nations.

The First Nations most closely associated with the Wastewater Treatment Project are the Esquimalt and Songhees. Their communities are located in the Core Area within close proximity to the McLoughlin Point Wastewater Treatment Plant and other Project components. The

Esquimalt and Songhees First Nations are participants in the Core Area Liquid Wastewater Service and the CRD is currently establishing updated service agreements with the Nations.

There are four First Nations with communities near the Core Area, but outside the Core Area wastewater system. They are the Tsawout, Tseycum, Tsartlip, and Pauquachin (the W̱SÁNEĆ Nations). The Residuals Treatment Facility and parts of the Conveyance System are located within their traditional territories.

Additionally, there are ten other First Nations with Treaty rights in the general vicinity of the Core Area, which are primarily fishing rights in the Strait of Juan de Fuca. These Nations are the Scia'new (Beecher Bay), Stz'uminus, Halalt, Penelakut Tribe, T'Sou-ke, Lyackson, MÁLEXEŁ (Malahat), Lake Cowichan, Cowichan Tribes, and Nanoose First Nation (which is included because it is represented by a tribal association, the Te'mexw Treaty Association, which was formed by some of these Nations).

3 Project Delivery

3.1 Governance

3.1.1 CRD Board

The CRD is governed by a 24-member Board of Directors, composed of one or more elected official from each of the local governments within the CRD's boundaries.

In order to meet federal and provincial wastewater regulations, on May 25, 2016 the Regional Board of the CRD (the “CRD Board”) established the Wastewater Treatment Project Board (the “Project Board”) under Bylaw 4109 (the “CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016”) for the purposes of administering the Project. The CRD Board adopted by resolution terms of reference (“Terms of Reference”) for the Project Board for the purposes of establishing principles governing the Project. The Terms of Reference are attached as Schedule “A” to the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016. The CRD Board asked the Project Board to review the wastewater treatment issues and, by September 2016, recommend to the CRD and senior levels of government a plan to comply with the law and to preserve senior government funding.

On May 25, 2016 the CRD Board also delegated certain of its powers, duties and functions to the Project Board under Bylaw 4110 (the “CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016”). Notwithstanding the delegation of authority from the CRD Board to the Project Board, the delegation bylaw included the requirement that approval from the CRD Board would be required for any alteration to the scope, schedule or budget of the Project that would result in the Project not meeting provincial and federal regulations governing the Project, exceeding approved funding for the Project, or increasing costs to taxpayers from those stated in the Business Case.

The CRD Board had previously established the CRD Core Area Liquid Waste Management Committee (“CALWMC”) to oversee and make recommendations to the CRD Board regarding the Core Area Liquid Waste Management Plan, and progress on the Project was reported to the CRD Board through the CALWMC.

3.1.1.1 Project Vision and Goals

The Project Board’s Terms of Reference (as established by the CRD Board) included the following vision for the Project:

- Deliver a sewage treatment and resource recovery system that is innovative, achievable and optimizes benefits - economic, social and environmental (including climate change mitigation) - for the long term.
- Approach the Project from the perspective that waste materials should be treated as resources and managed as such, with a long term objective to create a system that supports the principles of Integrated Resource Management (“IRM”).
- Give consideration to, and reflect, public input received with an objective of being responsive to community values and concerns.

The Terms of Reference included the following goals to support achieving the vision:

- Meet or exceed federal regulations for secondary treatment by December 31, 2020.

- Minimize costs to residents and businesses (lifecycle costs) and provide value for money.
- Optimize opportunities for resource recovery and greenhouse gas reduction.
- Deliver a solution that adds value to the surrounding community and enhances the liveability of neighbourhoods.

3.1.2 Project Board

In accordance with the bylaw that established it (the "CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016"), the Project Board consisted of seven members appointed by the CRD Board, one of whom was the Chief Administrative Officer of the CRD.

The Project Board's role and function as defined in the Terms of Reference was as follows:

- Be responsible for overall planning, Project management, site acquisition, expenditures, and liquid waste management planning for the purposes of the Project.
- Select a Project Director to oversee all aspects of the Project.
- Provide direction and guidance to the Project Director on Project matters, including the development of a decision making framework, business priorities, strategies and resource approval, and appropriate Project controls and reporting procedures.
- Manage the development of a comprehensive Business Case for submission to the federal and provincial governments to confirm funding to proceed to Project implementation.
- Appoint or confirm advisors including fairness advisor and conflict of interest adjudicator.
- Oversee Project scope, schedule and budget as the Project progresses through planning, procurement and implementation phases, with particular attention to risk identification and risk management.
- Work with the Project Director to resolve material issues that may arise over the course of the Project.
- Oversee Project communications, information and consultation activities.

3.1.2.1 Final Report and Business Case

Upon establishment, the Project Board heard delegations and presentations from the public, industry professionals, and a CRD Director. The Project Board Chair and Vice Chair also met with staff from the CRD and all of the Core Area municipalities, and with Esquimalt and Songhees Nations representatives.

The Project Board reviewed the previous technical work and extensive public commentary and developed a methodology to review and evaluate all options. This methodology included evaluation of a large number of options to identify a short list that best addressed the Project goals.

The Project Board developed detailed cost estimates for the short-listed options, ranked the short list using triple bottom line (economic, social and environmental) criteria, and identified the best option. This option was the basis of the final report of the Project Board with respect to its recommendation for the Project, dated September 7, 2016 (the "Final Report").

On September 14, 2016 the CRD Board received the Final Report and approved the business case attached as Appendix 1 (the "Business Case") to the Final Report. The Business Case defined the scope of the Project and established the control budget of $765 million (the "Control Budget").

Following the CRD Board's approval of the Business Case, the CRD submitted amendment number 11 ("Amendment 11") to the Core Area Liquid Waste Management Plan ("CALWMP") to the British Columbia Ministry of Environment. The CALWMP is a 25-year plan under the Environmental Management Act which outlines the CRD's wastewater management strategies, including wastewater treatment.

On September 30, 2016, the British Columbia Ministry of Environment provided conditional approval of Amendment 11 to the CALWMP, and on November 18, 2016 provided a revised conditional approval that superseded the September 30, 2016 approval. The November 18, 2016 conditional approval clarified: that primary treatment is to be guaranteed for Clover Point catchment flows of up to three times average dry weather flows[1]; and that a definitive plan providing a solution for the beneficial use of biosolids that does not incorporate multi-year storage of biosolids within a biocell was to be submitted to the British Columbia Ministry of Environment by June 30, 2019. The November 18, 2016 conditional approval further mandated that the CRD's solution for the beneficial use of biosolids meet the requirements for beneficial use specified in the Canadian Council of Ministers of the Environment 'Canada-Wide Approach for the Management of Wastewater Biosolids' (October 11, 2012).

The CRD therefore needed to develop a definitive plan for the beneficial use of the biosolids to be produced at the Residuals Treatment Facility, that met the requirements of the British Columbia Ministry of Environment's conditional approval.

Once the Project had concluded the procurement for the Residuals Treatment Facility, the nature of the biosolids to be beneficially-used was known. At that point the CRD undertook a process (separate to the Project and based on the nature of the biosolids to be produced by the Residuals Treatment Facility) with the participation of municipalities and First Nations, to review its regional waste management policy and develop a definitive plan for the beneficial use of biosolids and integrated resource management.

3.1.3 Project Director

In accordance with the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016, in December 2016 the Project Board appointed a Project Director to oversee all aspects of the Project. In accordance with the Terms of Reference, the Project Director was responsible for leading a Project team to plan, procure, and implement the Project.

The Project Board also appointed a Deputy Project Director. The Project Director and Deputy Project Director were delegated authority in accordance with Bylaw 4186 (the "CRD Delegation Bylaw No. 1, 2017"), which delegates to the CRD's officers and employees the authority to acquire and purchase goods and services on behalf of the CRD, subject to the CRD's purchasing policies and procedures, and signing authority limitations.

[1] The average dry weather flow (ADWF) is the average daily flow during the dry weather season: the average dry weather season for the core area is from June 1 to August 31.

3.2 Project Delivery Strategy

3.2.1 Project Team

In accordance with the Terms of Reference, the Project Director assembled a Project team:

- to carry out the work of the Project on behalf of the Project Board; and
- that included the relevant expertise required for the Project, including financial, technical, estimating, communication and consultation, procurement and legal expertise.

The Terms of Reference noted that membership of the team was to reflect the requirements of the work at a particular time and may change over time. The Project Director established the Project Team based on the contracting strategies outlined in Table 2 (in the following sub-section). The composition of the Project Team is outlined in the Project Management Plan, and was supported by consultants as required to provide specialist expertise and balance the changing resource needs over the course of Project delivery.

The Project Team reported directly to the Project Director and Deputy Project Director and as part of their overall Project execution and delivery responsibilities had the following duties:

- Project execution and delivery;
- Stakeholder relations, communication management and reporting;
- Project controls, including document control, cost control, schedule, risk management and reporting;
- Financial management, primarily through integration with CRD's Finance Department, including for: cash flow management, payment processing, and financial controls;
- Managing scope and monitoring engineering and construction activities;
- Overseeing the Project contractors' safety, environmental and quality performance; and
- Integrating with CRD departments throughout the delivery of the Project.

The Project Director determined that it would be useful for the Project Team to refer to guidance documents as they delivered the Project, and to this end the following documents were prepared by the Project Team and approved by the Project Board:

- Project Charter: the Project Charter included the Project's goals (as defined by the CRD Board), and established the parameters and mandate for the Project Team to execute and deliver the Wastewater Treatment Project, including key performance indicators against which delivery of the Project could be assessed. The Project Charter was first approved by the Project Board on April 4, 2017, and was subsequently updated twice to account for progress made on delivering the Project, with each update approved by the Project Board (on April 27, 2018 and September 30, 2019).

- Project Management Plan: the Project Management Plan specified the project management objectives and approaches intended to be used to achieve the key performance indicators (as established in the Project Charter); and stated the key organizational roles and responsibilities anticipated to be required to provide effective management, administration and control of the Project. The Project Management Plan was approved by the Project Board on September 26, 2018.

- Risk Management Plan: the Project's Risk Management Plan included the risk management process, roles and responsibilities, management escalation hierarchy and requirements for risk meetings and reporting cycles, in order to direct and empower the Project Team to: develop and maintain a 'risk aware' culture; provide a comprehensive risk identification and control process; and to proactively forecast and report on risks. The Project's Risk Management Plan was approved by the Project Board on March 29, 2018.
- Communications and Engagement Plan: the Project's Communications and Engagement Plan defined the Project's communications and engagement goals, described the communications and engagement activities and described the roles and responsibilities of the Project's Communications and Engagement Team, which included CRD staff, consultants and representatives from the contractors for each component of the Project. The Project's Communications and Engagement Plan was first approved by the Project Board on April 4, 2017, and was subsequently updated twice to account for progress made on delivering the Project, with each update approved by the Project Board (on July 26, 2018 and July 25, 2019).

3.2.2 Prime Contractors

Given the risk profile, overall scale and diverse scope, the Project Board determined that the Project would be delivered through a number of contracts with a variety of contracting strategies, and in the Business Case outlined the rationale for: the McLoughlin Point Wastewater Treatment Plant to be delivered through a design-build-finance contract; the Residuals Treatment Facility to be delivered through a design-build-finance-operate-maintain contract; the Macaulay and Clover Point Pump Stations to be delivered through design-build contracts, and the remainder of the conveyance system to be delivered through design-bid-build contracts. The Project Team determined the packaging for the conveyance system, with consideration of: market capacity; the design, construction and commissioning schedule for each aspect of the conveyance system; and the interfaces between each Project component. The selected contracting and packaging strategy is outlined in Table 2.

The Project Team ran competitive selection processes to select a construction contractor for each Project component. The procurements were open for any interested party to participate in, were advertised on BC Bid (a website that allows public sector organizations to advertise opportunities for contracts for a wide range of goods and services), and followed CRD's purchasing policy as applicable to the procurement. The construction contractors selected through these processes are summarised in Table 2.

In order to manage scope and interface risks the Project Team used a single owner's engineer to develop the indicative design for all critical Project components with significant interfaces. The indicative design formed the basis for defining the key interfaces between Project components. Stantec were retained as the owner's engineer for the overall Project, as they had been engaged by the CRD during an earlier stage of Project development. In addition and as shown in Table 2, the Project Team retained a design consultant for each Project component delivered through a design-bid-build contract.

Table 2 – Contracting Strategy, Design Consultant and Construction Contractor

Project Component	Contract	Contracting Strategy	Design Consultant	Construction Contractor
McLoughlin Point Wastewater Treatment Plant	McLoughlin Point Wastewater Treatment Plant	Design-build-finance	Harbour Resource Partners (Graham Infrastructure and AECOM Canada)	
Residuals Treatment Facility	Residuals Treatment Facility	Design-build-finance-operate-maintain	Hartland Resource Management Group (Synagro Capital, Maple Reinders PPP Ltd., Bird Construction Inc.)	
Conveyance System	Clover Point Pump Station	Design-build	Kenaidan Contracting Ltd.	
	Clover Forcemain	Design-bid-build	Kerr Wood Leidal	Windley Contracting Ltd.
	Macaulay Point Pump Station & Forcemain	Design-build	Kenaidan Contracting Ltd.	
	Craigflower Pump Station[2]	Design-bid-build	Associated Engineering	Jacob Bros Construction
	Residual Solids Conveyance Line	Design-bid-build	Parsons	Don Mann Excavating Ltd.
	Residual Solids Pump Stations	Design-bid-build	Parsons	Knappett Projects Inc.
	Arbutus Attenuation Tank	Design-bid-build	Kerr Wood Leidal	NAC Constructors Ltd.
	Trent Forcemain	Design-bid-build	Stantec	Jacob Bros Construction

3.2.3 CRD Integration and Support

CRD integration and support was critical to the successful delivery of the Project. The Project Board and Project Team completed the tasks delegated to them with:

- ongoing co-ordination between the Project Team and the two CRD departments that have responsibilities for commissioned Project components, being:
  - the CRD's Integrated Water Services department, who are responsible for the operation and maintenance of all Project components (upon commissioning) other than the Residuals Treatment Facility; and
  - the CRD's Parks and Environmental Services department, who are responsible for: the CRD's Core Area Liquid Waste Management Plan; the environmental monitoring and regulatory compliance reporting for the core area wastewater system; and the administration of the Residuals Treatment Facility contract post May 2021; and

[2] The Craigflower Pump Station was delivered by the CRD between 2013 and 2015, before the Project Board were established.

- the support of many CRD departments, including Corporate Communications, First Nations Relations, Human Resources, Legislative and Corporate Services, and Finance and Technology.

The CRD integration and support occurred through various avenues, including the following:

- The Chief Administrative Officer's appointment as a member of the Project Board;
- Monthly executive leadership meetings attended by the Project Director, Deputy Project Director and the CRD's Chief Administrative Officer, Chief Financial Officer, and General Managers of Parks and Environmental Services and Integrated Water Services;
- Monthly project coordination meetings attended by Project Team members and members of relevant CRD departments, including Integrated Water Services, Parks and Environmental Services, First Nations Relations, and Properties;
- The participation in design review and hazard and operability workshops of members of the Integrated Water Services and Parks and Environmental Services departments;
- The review of contract submittals (e.g. operating plans) by members of the Integrated Water Services and Parks and Environmental Services departments; and
- Interaction between designated CRD and Project Team personnel responsible for ensuring integration on specific subjects, as outlined in Appendix 3 of the Project Management Plan.

Particular support and integration was provided by the following CRD individuals and departments:

- The CRD's Chief Financial Officer - both directly and through finance staff seconded to the Project Team and through information technology support - was responsible for:
    - ensuring compliance with local government financial reporting requirements;
    - coordinating with the Project Team's Finance Manager to efficiently structure Project cash flows and financing;
    - seeking the CRD Board's approval for the means by which the Project's cash flow and financing needs were met;
    - shaping the overall financing strategy of the Project; and
    - providing information technology support to the Project.
- The CRD's Senior Manager, Human Resources and Corporate Safety was responsible for all aspects of human resources, labour relations, organizational development, and occupational health and safety leadership, direction and support for the CRD. Specific to the Project:
    - all matters regarding employment were overseen by the CRD's Human Resources and Corporate Safety division, under the direction of the CRD's Senior Manager, Human Resources and Corporate Safety and the authority of the CRD's Chief Administrative Officer; and
    - the CRD's Manager, Corporate Occupational Health & Safety was responsible for supporting the Project Team's Safety Manager in the performance of their responsibilities by periodically reviewing the status of the Project's safety activities and initiatives.
- The CRD's Senior Manager, Corporate Communications was point of contact for media, responsible for coordinating with the Project Team to manage media inquiries

related to the Project. This included local, regional, provincial, national, and at times international, media.

- The Manager of CRD's First Nations Relations was responsible for:
  - the ongoing maintenance of CRD's government-to-government relationships with First Nations; and
  - coordinating with the Project Team on Project-related First Nations engagement.
- The CRD's Corporate Services Department:
  - provided professional advice and expertise related to legislative services, information services, risk and insurance management, real estate services; and
  - was responsible for administration of the Freedom of Information and Protection of Privacy Act;
- Representatives from CRD's Integrated Water Services department were engaged in the review of design and construction submittals and provided input regarding CRD standards and operations and maintenance considerations. Specific responsibilities included participating in design review and hazard and operability workshops, and reviewing and providing comments on relevant contract submittals (e.g. design reports, drawings and operating plans).
- Representatives from CRD's Parks and Environmental Services department were engaged in the:
  - review of applications for permits and authorizations that extend beyond the Project delivery period, including the registration of the McLoughlin Point Wastewater Treatment Plant under the Municipal Wastewater Regulations; and
  - review of specific design and construction submittals for the Residuals Treatment Facility. Specific responsibilities included: participating in design review workshops, and reviewing and providing comments on contract submittals (e.g. design reports, drawings, operating plans), with a focus on the interfaces between the operations of the Hartland Landfill and the Residuals Treatment Facility.

Each service that the CRD provides has its own budget and must be accounted for and reported on separately: the CRD Financial Plan consists of more than 200 individual service budgets, which fund delivery of regional, sub-regional and local services. In accordance with this, the Project's budget included annual payments to the CRD departments that supported the Project Board and Project Team.

3.2.4 Project Reporting

The reporting requirements for the Project were defined with consideration of the Project Board Terms of Reference, the approved senior government funding agreements and the financial and accounting reporting cycle of the CRD. The Project Board's Terms of Reference required the Project Board to provide the CRD Board with monthly progress reports and a comprehensive quarterly report on the Project.

Throughout the delivery of the Project, the Project Team prepared comprehensive monthly and quarterly reports which described the status of the Project, and specifically addressed the progress with respect to scope, budget, commitments, project expenditures, schedule and risk status. The reports included a dashboard and executive summary which highlighted material

changes in any of these areas, and summarised progress on the delivery of each Project component. These reports were presented to the Project Board in open reports, and subsequently to the Core Area Liquid Waste Management Committee and CRD Board

4 Project Scope

This section summarises the scope delivered by the Project, as well as any variances in the delivered scope compared to that defined in the Business Case.

In furtherance of the Project's goal to minimize costs to residents and businesses, the Project Team undertook value engineering and reviewed the scope of each Project component in advance of commencing detailed design and initiating a competitive selection process to procure a construction contract. In some cases this value engineering led to the delivered scope exceeding that defined in the Business Case, and in some cases to the delivered scope being reduced from that defined in the Business Case.

Project Board approval was sought for variances in scope from the Business Case: CRD Board approval was not required as none of the variances resulted in any of the effects listed in CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016 (being: the Project not meeting provincial and federal regulations governing the Project, exceeding approved funding for the Project, or increasing costs to taxpayers from those stated in the Business Case).

4.1 McLoughlin Point Wastewater Treatment Plant

The McLoughlin Point Wastewater Treatment Plant can treat up to 108 megalitres of wastewater per day to a tertiary level, and discharge treated effluent into the ocean through a new outfall approximately 2km from shore and 60m deep.

The primary treatment process is the physical separation of solids from wastewater. Secondary treatment uses a biological process that removes dissolved and suspended organic compounds. During tertiary treatment wastewater passes through a 5 micron fabric disc filter, removing many pharmaceutical, hormones, microplastics and other contaminants from the discharged effluent.

Located at McLoughlin Point in Esquimalt, the McLoughlin Point Wastewater Treatment Plant is situated at the entrance of Victoria Harbour. Its appearance respects the setting and incorporates the highest standards of design, materials and aesthetics. It has been built to minimize visual impacts from the water and includes a multi-level green roof, mature landscaping, an observation deck, and a multi-use education space.

The McLoughlin Point Wastewater Treatment Plant's Operations and Maintenance building is designed to Leadership in Energy and Environmental Design (LEED) Gold standard and over 80% (or 1,600 m^2) of its roof is planted to increase on-site habitat and provide storm water management. A heat recovery system has also been incorporated: prior to discharge to the ocean, the effluent passes through heat exchangers which remove heat from the wastewater and use it to heat the Operations and Maintenance building at the facility.

The McLoughlin Point Wastewater Treatment Plant includes state-of-the-art odour control and a 24-hour odour control monitoring system. All treatment processing tanks are covered which result in one of the highest levels of odour capture and treatment in the industry. The odour control systems reduce odour emissions to a level not detectable by humans at the property line. The odour control system includes back-up odour control equipment and back-up power generators, reducing the possibility of odour escaping the facility if there is an equipment failure.

The McLoughlin Point Wastewater Treatment Plant has been designed for post-disaster operation in accordance with the 2012 British Columbia Building Code. The Code stipulates that post-disaster facilities must be designed to withstand the size or magnitude of earthquake that could occur once in every 2,475 year which translates approximately to a magnitude 6.5 earthquake. This means the facility will remain operational after a major earthquake, as well as other natural disasters, such as tsunamis.

The McLoughlin Point Wastewater Treatment Plant was designed and built by Harbour Resource Partners, as the design-build contractor. Harbour Resource Partners is a consortium of AECOM Canada and Graham Infrastructure.

Photographs of the McLoughlin Point Wastewater Treatment Plant are shown in Figures 1 and 2.

Figure 1 – Looking west at the McLoughlin Point Wastewater Treatment Plant

Figure 2 – Looking east over the McLoughlin Point Wastewater Treatment Plant

4.1.1 McLoughlin Point Wastewater Treatment Plant: Variance in Delivered Scope Compared to the Business Case

The McLoughlin Point Wastewater Treatment Plant delivered by the Project exceeds the scope defined in the Business Case in two key respects: the capability to increase the capacity of the plant (from 108 megalitres of wastewater per day to 124 megalitres per day), enabling it to accommodate population growth beyond 2040; and the capability to include effluent disinfection.

The Business Case required the McLoughlin Point Wastewater Treatment Plant to have the capacity to effectively accommodate the future population growth, and this was achieved: based on wastewater flow projections, the Plant has sufficient capacity to treat the core area's wastewater and accommodate regional population growth to at least 2040. In addition to that capacity, and providing a lifecycle cost benefit to the CRD, the Plant has been designed and built such that the capacity could be increased to accommodate population growth beyond 2040.

The Business Case required the McLoughlin Point Wastewater Treatment Plant to provide tertiary treatment, which it does. Disinfection of the treated effluent is not necessary to meet the regulatory requirements, and was not required by the Business Case. The Marine Environmental Impact Study undertaken for the Project by qualified professionals found that, based on extensive flow monitoring, hydraulic modelling and dispersion modelling, there would be little to no benefit to installing disinfection at this time. However, the McLoughlin Point Wastewater Treatment Plant has been designed to allow disinfection to be added at a future date if required. Specifically, after tertiary treatment, the treated effluent flows through dedicated channels which are sized to allow for the placement of ultraviolet equipment with minimal interruption to the operation of the Wastewater Treatment Plant. This configuration

allows for disinfection to be added, if desired at a later date, at a lower cost than if it had not been considered during Project delivery.

4.2 Residuals Treatment Facility

The Residuals Treatment Facility receives residual solids produced by the McLoughlin Point Wastewater Treatment Plant and processes them into Class A biosolids, the highest quality product suitable for beneficial use.

At the Residuals Treatment Facility residual solids undergo an anaerobic digestion process in which microorganisms break down biodegradable material in the absence of oxygen and produce biogas. The residual solids are then dewatered and heated to a very high temperature creating Class A biosolids.

The biogas produced during the digestion process is collected and reused within the facility as fuel for the dryer. The operations and maintenance building was designed and constructed in accordance with Leadership in Energy and Environmental Design (LEED) principles, and the process buildings incorporate sustainable design initiatives such as long-lasting building materials and water and energy efficiency.

All treatment processes are completed within closed containers and odour control systems are in place to ensure that there will be no discernible odour to residents once the commissioning phase is complete and the facility is fully-operational.

The Residuals Treatment Facility is located within the footprint of the Hartland Landfill. Key benefits of the Hartland Landfill location include:

- locating the Residuals Treatment Facility next to the existing, active landfill and within the footprint of the landfill allows for future integration between the region's solid waste and liquid waste management plans;
- the land is owned by the CRD;
- the land is not part of the Agricultural Land Reserve, park or ecological land reserve; and
- distance from residential neighbours.

The Residuals Treatment Facility has been designed for post-disaster operation in accordance with the 2012 British Columbia Building Code. The Code stipulates that post-disaster facilities must be designed to withstand the size or magnitude of earthquake that could occur once in every 2,475 year which translates approximately to a magnitude 6.5 earthquake. This means the facility will remain operational after a major earthquake.

The Residuals Treatment Facility was designed and built, and will be operated and maintained for twenty years by Hartland Resource Management Group, as the design-build-finance-operate-maintain contractor. Hartland Resource Management Group are a consortium comprising Synagro Capital, Maple Reinders PPP Ltd., and Bird Construction Inc.

Photographs of the Residuals Treatment Facility are shown in Figures 3 and 4.

Figure 3 – Looking southwest toward the Residuals Treatment Facility

Figure 4 – Looking east toward the Residuals Treatment Facility

4.2.1 Residuals Treatment Facility: Variance in Delivered Scope Compared to the Business Case

The Residuals Treatment Facility delivered by the Project exceeded the scope defined in the Business Case in a key respect (namely the ability to process and receive residual solids from other municipalities in addition to those from the Mcloughlin Point Wastewater Treatment Plant), and incorporated one of the scope elements through alternative means (being interim storage).

In furtherance of the Project's goal to provide value for money, the Project included a capital investment that exceeded the scope defined in the Business Case. The Residuals Treatment Facility was required to treat residuals solids produced by the McLoughlin Point Wastewater Treatment Plant. The Residuals Treatment Facility has been designed and constructed with the receiving facilities to enable it to also treat up to 3,100 kg/day of other municipal residual solids, while the Residuals Treatment Facility has surplus capacity (i.e. while the actual flow from the McLoughlin Point McLoughlin Point Wastewater Treatment Plant is less than the 2040 expected flow). This capital investment provides the CRD with a cost sharing and/or recovery option, and municipalities outside of the Core Area with a means to convert residual solids into a product capable of beneficial use.

Regarding interim storage, the Business Case anticipated the need to store the class A biosolids produced by the Residuals Treatment Facility at Hartland Landfill on an interim basis pending the introduction of an integrated resource management solution for all waste streams. The interim storage was to be configured with the ability to recover leachate and biogas.

To this end, after the CRD Board approved the Business Case (on September 14, 2016) the CRD submitted Amendment No. 11 to the Core Area Liquid Waste Management Plan to the Ministry of Environment (on September 16, 2016), inclusive of a biocell to store product on an interim basis to allow time for a long-term beneficial use option to be designed and implemented. On September 30, 2016 the Ministry of Environment provided conditional approval of Amendment No. 11, and on November 18, 2016 clarified the conditional approval. One condition of the clarified approval was the requirement that the CRD develop a definitive plan for the beneficial use of biosolids that did not incorporate multi-year storage of biosolids within a biocell.

The conditional approval therefore reduced the scope of the interim storage from that envisioned in the Business Case. The Project delivered the reduced scope through the following means:

i) recovery (and use) of biogas within the Residuals Treatment Facility: biogas produced during the treatment process is utilized as an energy source, making the facility thermally self-sufficient; and
ii) the inclusion of storage within the Residuals Treatment Facility, so as to allow for a period of five continuous days at 2040 maximum load conditions without offtake of any biosolids.

The Project Board approved this variance in scope from the Business Case necessitated by the Ministry's conditional approval: CRD Board approval was not sought as the alteration to the scope did not result in any of the effects listed in CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016 (being: the Project not meeting provincial and federal regulations governing the Project, exceeding approved funding for the Project, or increasing costs to taxpayers from those stated in the Business Case).

4.3 Conveyance System

4.3.1 Clover Point Pump Station

The Clover Point Pump Station was upgraded and expanded as part of the Wastewater Treatment Project. The original pump station was built in the 1970s and pumped wastewater directly into the ocean. The expanded pump station pumps wastewater from Victoria, Saanich, and Oak Bay to the McLoughlin Point Wastewater Treatment Plant for tertiary treatment, and provides bypass pumping to the existing outfall during storm events. Specifically, and in exceedance of the British Columbia Ministry of Environment's approval of Amendment 11 to the CALWMP (which required that primary treatment be guaranteed for Clover Point catchment flows of up to three times average dry weather flows[3]), the Clover Point Pump Station is capable of conveying four times the 2021 average dry weather flow of the Clover Point catchment to McLoughlin Point Wastewater Treatment Plant for treatment, and will convey storm flows in excess of that amount out of the Clover Point outfall.

In addition to pumping wastewater to the McLoughlin Point Wastewater Treatment Plant for treatment and providing bypass pumping during storm events, the Clover Point Pump Station functions as one of two headworks for the McLoughlin Point Wastewater Treatment Plant: all wastewater conveyed to the pump station is screened to remove stones, paper, cloth, plastics and other debris, and then passes through a grit removal system. The grit and screenings are compacted and trucked to the Hartland landfill.

The Clover Point Pump Station is underground and below the grade of the adjacent section of Dallas Road. The expanded facility has been constructed out of materials that allow it to blend with the existing facility and surrounding area. The pump station now includes upgraded odour and noise control features, such that there will be no discernible odour or noise to residents.

The Clover Point Pump Station has been designed for post-disaster operation in accordance with the 2012 British Columbia Building Code. The Code stipulates that post-disaster facilities must be designed to withstand the size or magnitude of earthquake that could occur once in every 2,475 year which translates approximately to a magnitude 6.5 earthquake. This means the facility will remain operational after a major earthquake, as well as other natural disasters, such as tsunamis.

The Clover Point Pump Station was designed and built by Kenaidan Contracting Limited, as the Design-Build Contractor.

As part of their scope of work, Kenaidan were also responsible for the construction of a number of public amenities, such as public washrooms, pedestrian and bicycle paths, bicycle facilities, a public plaza, street furniture and road intersection improvements.

Photographs of construction progress at Clover Point are shown in Figures 5 and 6.

[3] The average dry weather flow (ADWF) is the average daily flow during the dry weather season: the average dry weather season for the core area is from June 1 to August 31.

Figure 5 – Looking west towards Clover Point Pump Station (construction in progress)

Figure 6 – Entrance to the expanded Clover Point Pump Station
(construction in progress: public amenities and landscaping still to be completed)

4.3.1.1 Clover Point Pump Station: Variance in Delivered Scope Compared to the Business Case

The upgrade and expansion of the Clover Point Pump Station delivered by the Project exceeds the scope defined in the Business Case, which required an expansion to the existing pump station and the replacement of the storm pump motors in the existing station. As a result of considering lifecycle costs, the Project replaced the entire storm pumping system (rather than simply the storm pump motors) and replaced the odour control system with an improved two-stage system.

4.3.2 Clover Forcemain

The Clover Forcemain conveys wastewater from the Clover Point Pump Station to the McLoughlin Point Wastewater Treatment Plant for tertiary treatment. The Forcemain alignment is along Dallas Road from Clover Point to Ogden Point, where it connects to the Victoria cross-harbour undersea pipe. The pipe is 3.2km long and 1.2m in diameter.

The Clover Forcemain alignment was developed in collaboration with the City of Victoria and considered the protection of the Dallas Road bluffs, the location of mature trees and sensitive vegetation, and traffic impacts during construction.

The CRD constructed infrastructure improvements along the alignment of the Clover Forcemain to add value and enhance the livability of the surrounding neighbourhoods. This included a cycle path along the forcemain route, line painting, bike racks and plantings, four new crosswalks, pathway lighting, and a bike dismount area at the entrance to Clover Point.

The Clover Forcemain was constructed by Windley Contracting Ltd., as the Construction Contractor.

A photograph showing the cycle path constructed as part of the Clover Forcemain, and a map of the Clover Forcemain route, are shown in Figures 7 and 8, respectively.

Figure 7 – New cycle path amenity delivered with the construction of the Clover Forcemain

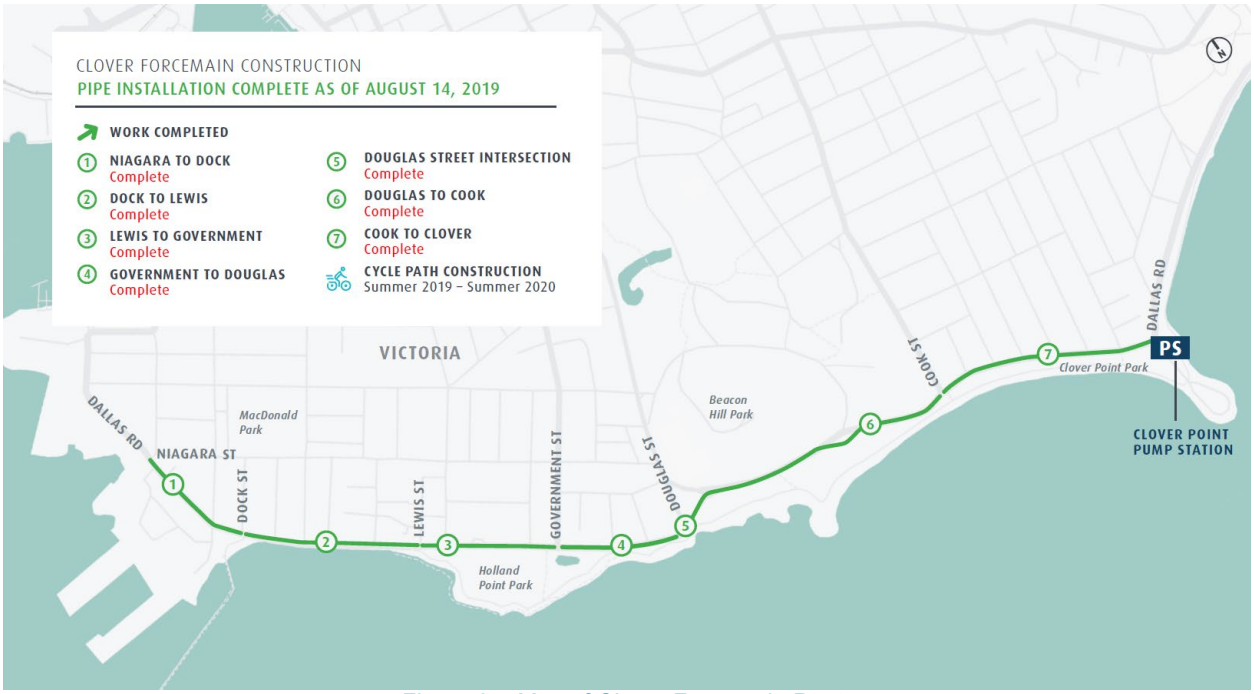

Figure 8 – Map of Clover Forcemain Route

4.3.2.1 Clover Forcemain: Variance in Delivered Scope Compared to the Business Case

The Clover Forcemain has been delivered as defined in the Business Case: there was no variance in the delivered scope compared to the Business Case.

4.3.3 Macaulay Point Pump Station and Forcemain

The new Macaulay Point Pump Station pumps wastewater from western core area municipalities and the Esquimalt and Songhees Nations to the McLoughlin Point Wastewater Treatment Plant for tertiary treatment. It was built to replace the original pump station that pumped wastewater directly into the ocean. The new Macaulay Point Pump Station will provide bypass pumping to the Macaulay Point outfall during heavy rainfall events. Specifically, the Macaulay Point Pump Station is capable of conveying six times the 2021 average dry weather flow[4] of the Macaulay Point catchment to McLoughlin Point Wastewater Treatment Plant for treatment, and will convey storm flows in excess of that amount out of the Macaulay Point outfall.

In addition to pumping wastewater to the McLoughlin Point Wastewater Treatment Plant for treatment and providing bypass pumping during storm events, the Macaulay Point Pump Station functions as one of two headworks for the McLoughlin Point Wastewater Treatment Plant: all wastewater conveyed to the pump station is screened to remove stones, paper, cloth, plastics and other debris. It is then put through a vortex grit removal system which uses centrifugal force to keep the organic material suspended while grit settles and is removed. The grit and screenings are compacted and trucked to the Hartland landfill.

The Macaulay Forcemain is a 1350mm diameter pipe that connects the Macaulay Point Pump Station to the McLoughlin Point Wastewater Treatment Plant.

The design of the pump station considers its location on the waterfront, greatly improving the visual impact of the building compared to the previous pump station, and creating a park-like amenity for the community to enjoy.

The new pump station is mostly below-grade with one storey above ground and a pitched roof that slopes towards the ocean. The design applies Leadership in Energy and Environmental Design (LEED) principles including a rain garden, native plants to reduce irrigation requirements, low-level lighting to minimize light pollution, and a green roof.

The Macaulay Point Pump Station has been designed for post-disaster operation in accordance with the 2012 British Columbia Building Code. The Code stipulates that post-disaster facilities must be designed to withstand the size or magnitude of earthquake that could occur once in every 2,475 year which translates approximately to a magnitude 6.5 earthquake. This means the facility will remain operational after a major earthquake, as well as other natural disasters, such as tsunamis.

[4] The average dry weather flow (ADWF) is the average daily flow during the dry weather season: the average dry weather season for the core area is from June 1 to August 31.

Landscaping has been used to integrate the building with the surrounding area. The design maximizes vegetation opportunities and landscape functionality: it has transformed what was an almost entirely impermeable lot into an environmentally-rich, park-like setting with public amenities.

The Macaulay Point Pump Station and Forcemain was designed and built by Kenaidan Contracting Limited, as the Design-Build Contractor.

Photographs of the Macaulay Point Pump Station are shown in Figures 9 and 10.

Figure 9 − Macaulay Point Pump Station

Figure 10 – Looking north towards the Macaulay Point Pump Station (construction in progress, landscaping still to be completed)

4.3.3.1 Macaulay Point Pump Station: Variance in Delivered Scope Compared to the Business Case

The Macaulay Point Pump Station delivered by the Project exceeds the scope defined in the Business Case, which required upgrades including improvements to the existing building and landscaping. As a result of considering lifecycle costs, rather than simply upgrade the existing pump station the Project replaced the existing Macaulay Point Pump Station.

The original Macaulay Point Pump Station was built in 1972 and would have required significant upgrades to allow it to continue to be safely operated as well as a significant expansion to allow it to pump wastewater to the McLoughlin Point Wastewater Treatment Plant.

The Project Team ran a competitive selection process for the design and build of the upgrade and expansion required to the Macaulay Point Pump Station, and selected a proposal that entailed demolition of the existing pump station and replacing it with a new pump station. This solution provides improved operating efficiency, and therefore lower operating and maintenance costs: investing in a new pump station as part of the Project, rather than paying to upgrade and maintain the existing pump station, provides better overall value to the CRD.

4.3.4 Craigflower Pump Station

The Craigflower Pump Station was delivered by the CRD between 2013 and 2015, before the Project Board were established.

The Craigflower Pump Station directs wastewater from View Royal, Colwood, Langford and Esquimalt, as well as Songhees and Esquimalt First Nations, to the Macaulay Point Pump Station. It replaced a previous pump station that was built in 1971, in order to increase the capacity of the conveyance system and prevent wastewater overflows into Portage Inlet.

The design incorporated Leadership in Energy and Environmental Design (LEED) principles including a rain garden, native plants to reduce irrigation requirements, low-level lighting to minimize light pollution, and windows designed to allow daylight in to minimize indoor lighting requirements.

The Craigflower Pump Station was built for post-disaster operation in accordance with the 2012 British Columbia Building Code. The Code stipulates that post-disaster facilities must be designed to withstand the size or magnitude of earthquake that could occur once in every 2,475 year which translates approximately to a magnitude 6.5 earthquake. This means the facility will remain operational after a major earthquake.

The Craigflower Pump Station was constructed by Jacob Bros. Construction Inc., as the Construction Contractor.

A photograph of Craigflower Pump Station is shown in Figure 11.

Figure 11 − Craigflower Pump Station

4.3.4.1 Craigflower Pump Station: Variance in Delivered Scope Compared to the Business Case

The Craigflower Pump Station was delivered by the CRD before the development of the Business Case: there was therefore no variance in the delivered scope compared to the Business Case.

4.3.5 Residual Solids Conveyance Line

The Residual Solids Conveyance Line includes two pipes and three small pump stations, to connect the McLoughlin Point Wastewater Treatment Plant to the Residuals Treatment Facility at Hartland Landfill.

The first pipe is 250mm in diameter and 19.3km long, and transports residual solids from the McLoughlin Point Wastewater Treatment Plant to the Residuals Treatment Facility for treatment. The second pipe is 300mm in diameter and 12.4km long, and returns the liquid removed from the residual solids during the treatment process at the Residuals Treatment Facility to the Marigold Pump Station. From there it is returned to the McLoughlin Point Wastewater Treatment Plant through the existing conveyance system.

The alignment was developed with the District of Saanich, Township of Esquimalt and City of Victoria based on technical, environmental, social, and economic considerations.

The three pump stations built along the route of the Residual Solids Conveyance Line pump the residual solids from the McLoughlin Point Wastewater Treatment Plant (which is at sealevel) to the higher elevation of the Residuals Treatment Facility. The pump stations are located within road rights of way. The locations of the pump stations were determined based on the grade of the route and flow rates, and accounted for community consultation.

The pump stations are designed with state-of-the-art odour control systems that contain and suppress odour so there is no discernible smell in the community. Landscaping features include a variety of trees, shrubs and ground coverings.

The Residual Solids Conveyance Line was constructed by:

- Don Mann Excavating Ltd., as the Construction Contractor for the Residual Solids Pipes; and
- Knappett Projects Inc., as the Construction Contractor for the Residual Solids Pump Stations.

A photograph of one of the Residual Solids Pump Stations (located along the Interurban Trail in Saanich) and a map of the Residual Solids Conveyance Line route are shown in Figures 12 and 13.

Figure 12 − Residual Solids Pump Station located along the Interurban Rail Trail in Saanich (Construction in progress, landscaping still to be completed)

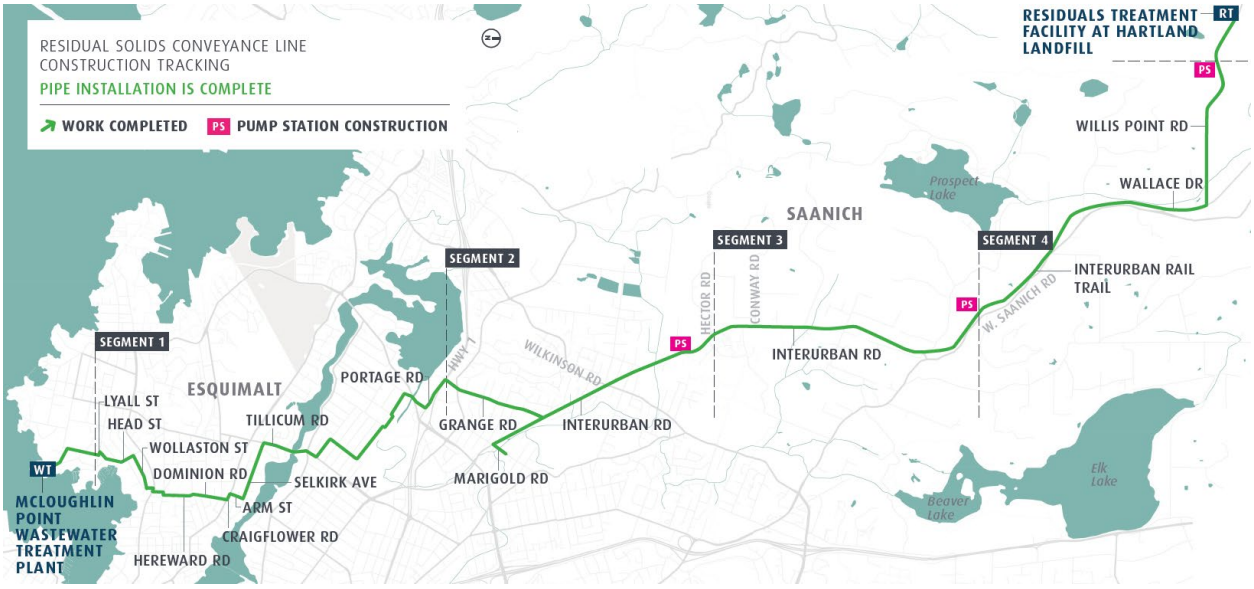

Figure 13 – Map of Residual Solids Conveyance Line Route

4.3.5.1 Residual Solids Conveyance Line: Variance in Delivered Scope Compared to the Business Case

The delivered Residual Solids Conveyance Line exceeds the scope defined in the Business Case. The Project designed and built the return Residual Solids Conveyance Line with sufficient capacity to convey leachate from Hartland Landfill - as well as centrate from the Residuals Treatment Facility – to Marigold Pump Station, from where it will be conveyed to the McLoughlin Point Wastewater Treatment Plant through the CRD's existing conveyance system.

While this increased the capital cost to the Project it provided significant value to the CRD, as the new pipe has been designed in accordance with seismic criteria, and compared to utilising the existing leachate pipe it has the following advantages: advanced monitoring, increased capacity and reliability.

4.3.6 Arbutus Attenuation Tank

The Arbutus Attenuation Tank is a 5,000m^3 underground concrete tank that temporarily stores wastewater flows during high volume storm events in order to reduce the number of sewer overflows. High volume storm events usually occur in the winter and during these events excess wet weather flows in the eastern portion of the conveyance system will be diverted into the Arbutus Attenuation Tank. The Arbutus Attenuation Tank will function in a similar manner to the Marigold attenuation tank in the western portion of the conveyance system. Once the high storm flow has passed, the tank will empty back into the existing sewer system to direct wastewater to the Clover Point Pump Station and then onto the McLoughlin Point Wastewater Treatment Plant for tertiary treatment.

Once the tank is emptied, an automatic cleaning system will be activated to clean the floors, walls and columns of the tank. CRD staff will inspect the tank after each use to ensure it is cleaned and that all wastewater has drained back into the sewer system. The temporary storage of wastewater will reduce the number of overflows and resultant impacts along the coastline. The tank will be kept under negative air pressure to draw air within the tank directly into an activated carbon absorber system that will contain and suppress potential odours.

The Arbutus Attenuation Tank is located in Haro Woods and the site will be planted with vegetation appropriate for the local woodland setting.

The Arbutus Attenuation Tank was constructed by NAC Constructors Ltd., as the Construction Contractor. As at May 2021, some minor construction and commissioning activities are required to complete this Project component, and it is expected to be operational in June, 2021.

A photograph of the Arbutus Attenuation Tank is shown in Figure 14.

Figure 14 – Arbutus Attenuation Tank
(Construction in progress)

4.3.6.1 Arbutus Attenuation Tank: Variance in Delivered Scope Compared to the Business Case

The Arbutus Attenuation Tank has been delivered as defined in the Business Case: there was no variance in the delivered scope compared to the Business Case.

4.3.7 Trent Forcemain

The section of Trent Forcemain delivered by the Project is an extension of the portion of forcemain constructed by the CRD in 2007 as part of the Trent Pump Station Project. The extension allows the Trent and Currie Pump Stations to operate at full design capacity: it increases the capacity of the eastern branch of the Capital Regional District's core area conveyance system (which collects wastewater from Saanich, Oak Bay, and Victoria, directing it to the Clover Point Pump Station), thereby reducing the number of wet weather overflows.

The Trent Forcemain is 2km of pipe installed from the intersection of Chandler Ave and St Charles Street to the Clover Point Pump Station. The Trent Forcemain consists of a section of 0.9m diameter pipe and a 1.5m diameter pipe.

The Trent Forcemain was constructed by Jacob Bros. Construction Inc., as the Construction Contractor.

A map of the Trent Forcemain route is shown in Figure 15.

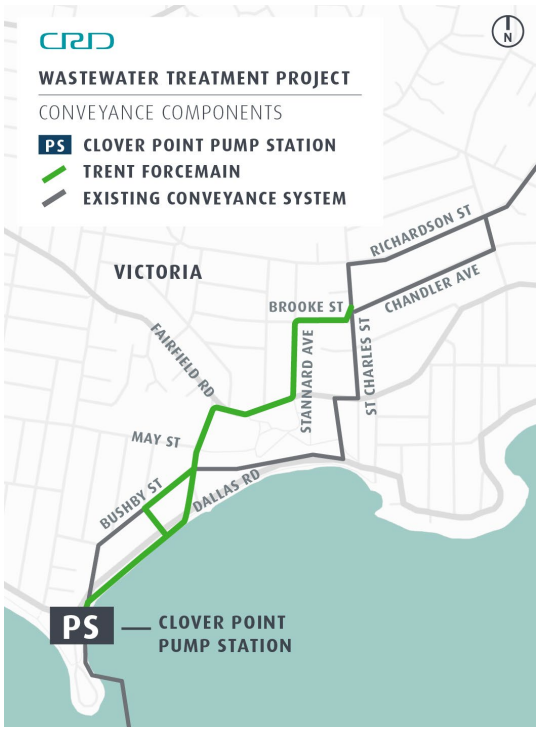

Figure 15 – Map of Trent Forcemain Route

4.3.7.1 Trent Forcemain: Variance in Delivered Scope Compared to the Business Case

The Business Case anticipated the need for upgrades to the conveyance system consistent with previous plans, which included the following four components:

- Capacity expansion of the Currie Pump Station;
- Twinning of the Currie Forcemain;
- Twinning of the East Coast Interceptor; and
- Extension of the Trent Forcemain.

These four components are shown in Figure 16. The need for these components was identified in 2004, and they were designed to convey excess wet weather flows to Clover Point, where they could be discharged out of the long outfall, rather than through a number of shorter outfalls in Oak Bay.

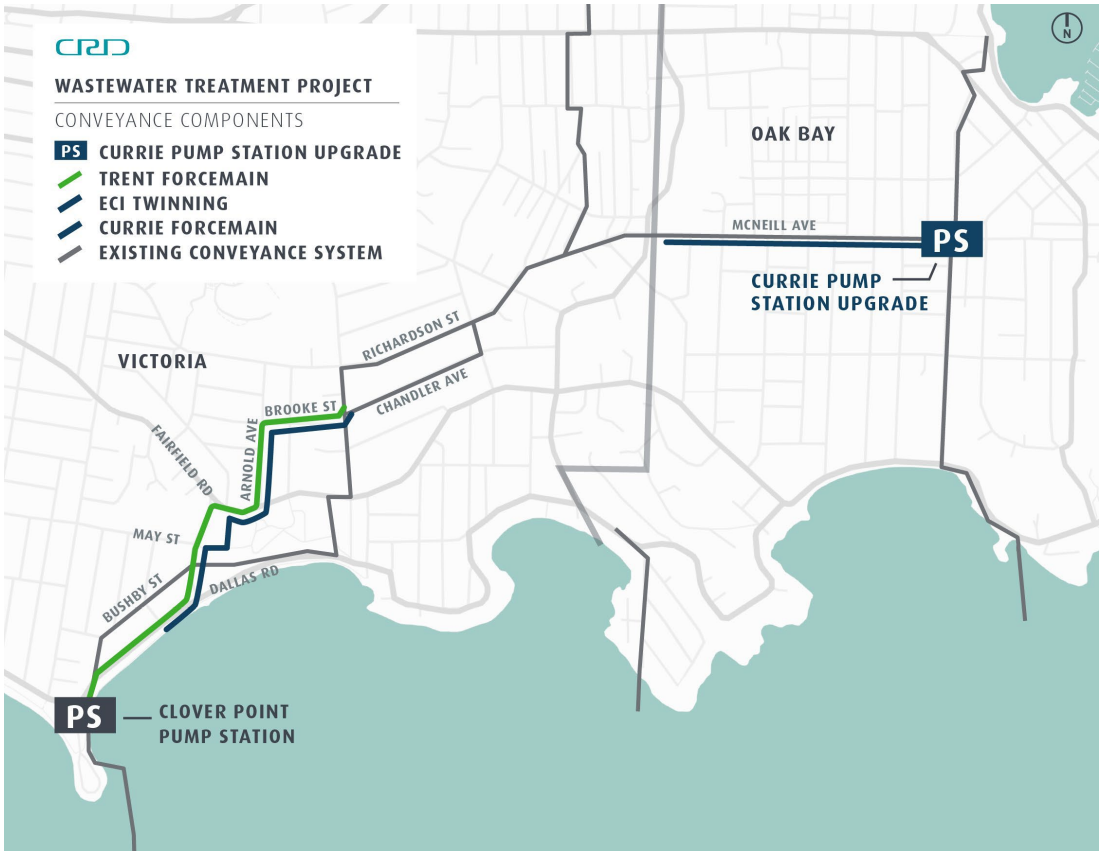

Figure 16 – Four Anticipated Components of the Conveyance Scope, as Identified in 2004

Over the last 15 years there were significant changes to factors influencing the need for these components including the availability of considerably more flow data that indicates a substantial reduction in water use per person. The Project therefore engaged the consulting engineering firm Kerr Wood Leidal to develop an updated model of the core area's wastewater system and assess the need for the components. This model will also be useful to the CRD outside of the Project as it will allow informed decisions to be made regarding capital investments required to meet future demands.

Based on extensive flow monitoring data and future wastewater flow estimates, KWL determined that only one of the remaining components (the extension of the Trent Forcemain) had any benefit and was required to meet federal and provincial regulations. Three components (capacity expansion of the Currie Pump Station, twinning of the Currie Forcemain, and twinning of the East Coast Interceptor) would not provide any benefit now, or in the future. Based on KWL's work, the Project Board approved refining the Project's scope to remove the three components that would provide no benefit to CRD residents.

The existing Currie Pump Station is still required to be operated for the core area wastewater system to function as intended, and as equipment reaches the end of its service life it will need to be rehabilitated or replaced. The CRD's Integrated Water Service Department is responsible for planning this work, and has included it in the current five-year capital plan for the core area wastewater system.

The Project Board approved this variance in scope from the Business Case: CRD Board approval was not sought as the alteration to the scope did not result in any of the effects listed

in CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016 (being: the Project not meeting provincial and federal regulations governing the Project, exceeding approved funding for the Project, or increasing costs to taxpayers from those stated in the Business Case).

4.4 Business Case: Scope Delivered Independently

The following items were included in the Business Case, however, either by jurisdiction or because of subsequent discussions, they were not within the scope of the Project or the Project Director's accountabilities:

- Advance studies for a wastewater treatment proposal in Colwood: provision for this was included in the Business Case but as a result of subsequent discussions between the CRD and Colwood a $2 million reserve has been established and funded by the Project's budget;
- Comprehensive planning and consultation process to develop a waste policy, including management of municipal solid and biosolid waste streams as part of an integrated resource management plan: this process is being led by the CRD outside of the Project; and
- The development of a multi-year capital plan to improve CRD sewage facilities to mitigate their impacts on host communities as part of the capital planning and project delivery progress. This process is being led by the CRD outside of the Project.

5 Project Performance Assessment

5.1 Achievement of Project Goals

As noted in Section 2.3, the Project Board's Terms of Reference included the following goals:

- Meet or exceed federal regulations for secondary treatment by December 31, 2020.
- Minimize costs to residents and businesses (lifecycle costs) and provide value for money.
- Optimize opportunities for resource recovery and greenhouse gas reduction.
- Deliver a solution that adds value to the surrounding community and enhances the liveability of neighbourhoods.

The Wastewater Treatment Project met all four of these goals, and the following sub-sections summarise the Project's performance against the goals.

5.1.1 Meet or exceed federal regulations for secondary treatment by December 31, 2020

The McLoughlin Point Wastewater Treatment Plant met and exceeded federal regulations when it commenced treating the Core Area's wastewater to a tertiary level before December 31, 2020.

Tertiary treatment is one of the highest levels of wastewater treatment available. For context:

- Two key regulated parameters for wastewater are total suspended solids (TSS) and carbonaceous 5-day biochemical oxygen demand (BOD_5);
- The Federal Wastewater Systems Effluent Regulations, which fall under the Fisheries Act, require the Core Area's wastewater to be treated such that the effluent discharged from the McLoughlin Point Wastewater Treatment Plant not exceed 25 mg/litre for those two key parameters (TSS and BOD_5); and
- The McLoughlin Point Wastewater Treatment Plant is capable of treating effluent such that those two key parameters (TSS and BOD_5) do not exceed, on average, 10 mg/litre.

Tertiary treatment was included in the Project as, during the development of the Business Case (which defined the scope of the Project), the Project Board concluded that there was a benefit to tertiary treatment for the following reason: the region places a high value on the environment and the public commentary suggested a widespread desire to do as much as is reasonably possible to treat the effluent, while recognizing cost implications.

The provision of tertiary treatment means that, in addition to treating the effluent such that it has lower TSS and BOD_5 than would be the case if the McLoughlin Point Wastewater Treatment Plant only met the federal regulatory requirements, more compounds of emerging concern, such as pharmaceuticals, hormones, microplastics and other contaminants are also removed from the effluent prior to discharge into the ocean.

5.1.2 Minimize costs to residents and businesses (lifecycle costs) and provide value for money

The Project met this goal through:

- identifying a cost effective Project scope and configuration;
- the capacity of the McLoughlin Point Wastewater Treatment Plant (which is sufficient to accommodate regional population growth) and its ability to: treat wastewater to a tertiary level, and add disinfection in the future if required;
- the execution of funding agreements for a significant portion (60%) of the Project's total cost;
- the use of competitive selection procurement processes for all construction contracts, to ensure competitive pricing was received, and the consideration of lifecycle costs in the evaluation of those procurements;
- the consideration of lifecycle costs during design development; and
- proactive risk management.

As part of the scoping of the Project, and as detailed in the Business Case, the Project Board evaluated a large number of options to identify a short list that best addressed the Project's goals. The Project Board developed detailed cost estimates for the short-listed options, ranked the short list using triple bottom line (economic, social and environmental) criteria, and identified the Project's scope and configuration as the best option to meet the Project goals and provide a sensible, cost-effective solution that was consistent with the views expressed by CRD residents.

Several design elements were included to allow the McLoughlin Point Wastewater Treatment Plant to meet the region's future capacity and treatment requirements more cost-effectively than if the Plant was to be retrofitted at a later date:

- Based on wastewater flow projections, the McLoughlin Point Wastewater Treatment Plant has been built with sufficient capacity to treat the core area's wastewater and accommodate regional population growth to at least 2040, and the Plant has been designed and built such that the capacity could be increased to accommodate population growth beyond 2040.

- The inclusion of tertiary treatment exceeds the current regulatory requirements. There are many compounds of emerging concern that are currently unregulated, but are being researched and may become regulated in the future. The provision of tertiary treatment at the McLoughlin Point Wastewater Treatment Plant means that it has the capability to meet more stringent regulations than exist today.

- The Plant has been built with the flexibility to add ultra-violet disinfection treatment to the process in the future if desired. While disinfection is not included in the Plant at this time (see section 4.1.1 for information regarding why there would be little to no benefit to installing disinfection at this time), building the Plant with the space for disinfection allows for it to be more cost-effectively added in the future if required.

After the CRD Board approved the Project's scope and configuration, funding agreements were executed with the federal and provincial governments, providing funding for 60% of the Project's budget. Table 3 summarises the total committed funding, and the funding received to-date. Note that the timing for the provision of Government of British Columbia and Government of Canada's funding differs by funding source. The Project Team have, and the CRD will continue to, submit claims to the funding partners in accordance with the relevant funding agreements. In accordance with the funding agreements, the remainder of the funding cannot be claimed until the Residuals Treatment Facility obtains service commencement.

Table 3 - Project Funding

Funding Source	Funding Received To-Date	Total Funding Committed
Government of Canada (Building Canada Fund)	$120M	$120M
Government of Canada (Green Infrastructure Fund)	$45M	$50M
Government of Canada (P3 Canada Fund)	-	$41M
Government of British Columbia	$186M	$248M
Federation of Canadian Municipalities	-	$0.3M
Total Federal and Provincial Funding	**$351M**	**$459.3M**

Competitive selection procurement processes were used for all construction contracts. These were advertised on BC Bid and open for participation by any interested party to ensure competitive pricing was received. In addition, lifecycle costs were factored into the evaluation of proposals received in response to competitive selectin processes. Some examples of factoring lifecycle costs into procurement evaluations include:

- Residuals Treatment Facility: the evaluation was based on the total cost to the CRD (inclusive of the estimated costs of transporting and beneficially-using the biosolids produced by the Residuals Treatment Facility) rather than just that portion to be funded by the Project (being the capital cost of constructing the facility).
- Replacement of the existing Macaulay Point Pump Station: the Project scope approved in the Business Case included an upgrade to the existing Macaulay Point Pump Station - to include a new building and alterations to the existing building. The original Macaulay Point Pump Station was built in 1972 and would have required significant upgrades to allow it to continue to be safely operated as well as a significant expansion to allow it to pump wastewater to the McLoughlin Point Wastewater Treatment Plant. The Project Team ran a competitive selection process for the design and build of the upgrade and expansion required to the Macaulay Point Pump Station, and selected a proposal that entailed demolition of the existing pump station and replacing it with a new pump station. This solution provides improved operating efficiency, and therefore lower operating and maintenance costs: investing in a new pump station as part of the Project, rather than paying to upgrade and maintain the existing pump station, provides better overall value to the CRD.
- Clover Point Pump Station: the evaluation accounted for the life cycle costs associated with the proponent's design solution, including the forecast cost of powering, operating, maintaining and replacing certain systems, equipment and portions of the pump station.

Throughout the design development and delivery of each Project component, lifecycle costs were factored into decisions. Some examples of lifecycle costs driving design decisions include:

- The replacement of the Macaulay inlet sewer: the original design was based on utilizing the existing inlet sewer to convey wastewater to the new pumping station. When the inlet sewer was exposed it was clear that corrosion had degraded the integrity of the pipe to the point where it could no longer be utilized. Options were

developed and evaluated on the basis of their construction cost and value to the CRD, and the replacement of the inlet sewer was selected as the option that minimized the lifecycle cost.

- Adding the capability to clean the Clover inlet channel: construction of the Clover Point Pump Station revealed substantive debris build-up in the inlet channel, from years of operations. Project funds have been committed to install infrastructure that will allow the CRD to clear debris from the inlet channel as needed.
- Capital investment at the Residuals Treatment Facility, to enable it to treat other municipal residual solids: while not part of the base scope of the Project (as defined in the Business Case), the inclusion of receiving facilities at the Residuals Treatment Facility provides value to the CRD as it allows the Residuals Treatment Facility to treat up to 3,100 kg/day of liquid and dewatered residual solids, while the Residuals Treatment Facility has surplus capacity (i.e. while the actual flow from the McLoughlin Point Wastewater Treatment Plant is less than the 2040 expected flow). This capital investment provides the CRD with a cost sharing and/or recovery option.
- Building the return Residual Solids Conveyance Line with sufficient capacity to convey leachate from Hartland Landfill - as well as centrate from the Residuals Treatment Facility – to Marigold Pump Station, from where it will be conveyed to the McLoughlin Point Wastewater Treatment Plant through the CRD's existing conveyance system: while this significantly-increased the capital cost borne by the Project it provided significant value to the CRD, as it allowed for: the existing line to be decommissioned, and provided a new line with increased capacity and lower maintenance costs.

Risk management on the Project involved the identification, analysis, oversight, management and monitoring of the Project risks. Project risks were reported monthly, and by proactively managing these risks the Project was able to address risks in a cost-effective way throughout the delivery of the Project. This was supported by the findings of Ernst and Young when they conducted an independent project execution review part-way through Project delivery (in April 2019), and reported:

- a strong risk-aware culture that was supported by well-defined processes and risk registers;
- the Project Team had put careful consideration into risk transfer when structuring contracts. Notable and leading industry practices around controlling mechanisms are in place, including incentive and penalty clauses; and
- Project reporting to be comprehensive and forward-looking, with commentary to provide the necessary context around key items.

5.1.3 Optimize opportunities for resource recovery and greenhouse gas reduction

The Project met this goal by:

- considering environmental implications when defining the Project's scope and configuration: the configuration of the Project was selected from a shortlist of options using a triple bottom line approach (economic, social and environmental). The

environmental aspect of this approach rated options based on the carbon footprint and potential for resource recovery; and

- constructing Project facilities with the following features:
  - the operations and maintenance building at the McLoughlin Point Wastewater Treatment Plant was built to the level of LEED (Leadership in Energy and Environmental Design) Gold, providing energy and water consumption reductions that exceed building code requirements. Some of the design features that contributed to the operations and maintenance building being built to the level of LEED Gold are:
    - the heat recovery system: prior to discharge to the ocean, the effluent passes through heat exchangers which remove heat from the wastewater and use it to heat water which is in turn circulated throughout the building to air handling units, and unit heaters, to heat the operations and maintenance building.
    - a green roof covering 80% of the operations and maintenance building (over 1,600 m^2) increases onsite habitat, provides stormwater management and contributes to reducing the heat island effect.
  - at the Residuals Treatment Facility:
    - the operations and maintenance building was designed and constructed in accordance with Leadership in Energy and Environmental Design (LEED) principles,
    - the process buildings incorporate sustainable design initiatives such as long-lasting building materials and water and energy efficiency
    - biogas produced during the treatment process is captured and utilized as an energy source, making the facility thermally self-sufficient.
  - the design of the Macaulay Point pump station incorporates LEED principles and sustainable design elements, such as:
    - rainwater run-off control using a rain garden and storm water management system;
    - the use of native plants to reduce irrigation requirements;
    - low-level lighting to minimize light pollution; and
    - green roof and increased open space.

5.1.4 Deliver a solution that adds value to the surrounding community and enhances the livability of neighborhoods

The Wastewater Treatment Project met this goal through working with the Township of Esquimalt, the City of Victoria, the District of Saanich, the Esquimalt and Songhees Nations, the Greater Victoria Harbour Authority and the Department of National Defence to identify amenities and/or infrastructure improvements that were either funded by the Project, or funded and delivered by the Project.

All Project components have also been designed to minimize their impacts on their host communities, including through the inclusion of advanced odour treatment such that there is no detectable odour by residents.

5.1.4.1 Township of Esquimalt

As part of the Host Community Impact 5-year Agreement the CRD has provided $17 million to the Township of Esquimalt, with:

- $7 million to be used for the improvement of waterfront parks;
- $5 million to be used for the improvement of public space within recreational facilities; and
- $5 million to be used for the construction, addition or improvement of emergency services and public safety facilities within the Township.

The delivered Project scope also considered the appearance of CRD wastewater facilities and the addition of neighbourhood amenities and public space improvements, including:

- Situated at the entrance of Victoria Harbour, the design of the McLoughlin Point Wastewater Treatment Plant respects the setting and incorporates the highest standards of design, materials and aesthetics. The design includes a multi-level green roof, mature landscaping, observation deck, and education space.
- The Macaulay Point Pump Station was designed to reflect its location on the waterfront and integrate it into the surrounding area. It transformed an almost entirely impermeable lot into an environmentally-rich, park-like setting with public amenities for the community to enjoy.

5.1.4.2 City of Victoria

Public space improvements were made by the Project as part of constructing the Clover Point Pump Station and the Clover Forcemain. Delivered improvements fully-funded by the Project included:

- At Clover Point: a public plaza, public washroom, bicycle facilities and drinking fountains; and
- Along the route of the Clover Forcemain: a multi-use path, benches, wayfinding signage, new sidewalks, and intersection improvements.

In addition to the above improvements that were fully-funded by the Project, the Project Team worked with the City of Victoria to incorporate streetscape improvements that were funded by the City and delivered by the Project's contractor more cost-effectively and with less construction impacts to residents than would otherwise have been possible.

5.1.4.3 District of Saanich

A land exchange was organized with the District of Saanich which added 2.8 hectares of land to Saanich's park inventory and secured the long-term preservation of the vast majority of Haro Woods. It also allowed the Arbutus Attenuation Tank to be installed on lands that were already partially cleared and previously disturbed. A blanket easement was also granted to the District of Saanich to allow for recreational use of the Arbutus Attenuation Tank site which will be planted with vegetation considering the local woodland setting following construction.

Funding will also be provided to the District of Saanich for infrastructure improvements including a new bike lane, sidewalk, and storm water management improvements along Arbutus road, next to the Arbutus Attenuation Tank, as well as providing traffic calming measures and pedestrian connectivity in neighbourhoods along the Residual Solids Conveyance Line.

As part of the work for the Residuals Treatment Facility, improvements were made to the level of water service to properties in the vicinity of the Hartland Landfill.

5.1.4.4 Songhees and Esquimalt Nations

Support agreements were signed with the Songhees and Esquimalt Nations, providing a number of benefits, including the provision of funding to assist in the upgrading and development of the Westbay Marine Village Marina and R.V. Park. The CRD also worked with the Songhees and Esquimalt Nations to procure Indigenous art for display outside the Macaulay Point Pump Station. Further context is provided in sections 2.2 and 5.2.4.1 of this report.

5.1.4.5 Greater Victoria Harbour Authority

After installing a portion of the Clover Forcemain within land owned by the Greater Victoria Harbour Authority (GVHA) and using a plot of GVHA's land as a temporary staging area for the Project, the Project worked with the GVHA to discuss how the land should be restored. After the GVHA reviewed and approved the restoration plan for this location the Project restored the land to a condition that met their needs, which included planting grass and installing a gravel parking lot.

5.1.4.6 Department of National Defence

Temporary laydown areas were put in place on several parcels of land owned by the Department of National Defence (DND). Restoration of this land was completed in consultation with DND staff and the Project implemented identified improvements including: the construction of a new fenced and lit storage yard; improvements to the fencing and grading at the community garden; planting of boulevard trees to provide shade to resident housing and improvements to staff parking areas near Macaulay Point.

5.2 Key Performance Indicators Dashboard

As established in the Project Charter, the realization of the Project's vision and goals was monitored against the Project's key performance indicators, and the Project Director reported performance against these key performance indicators to the Project Board on a monthly basis. The key performance indicators at Project Completion have been assessed to be as shown in Table 4, and as described in the following sub-sections of this report.

Table 4 – Status of Key Performance Indicators at Project Completion

Key Performance Indicators		Project Overall	Comments
Safety	Deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1*.		As of May 2021, the vast majority of construction has been completed (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining), there have been zero fatalities and the TRIF was 1.5. While this exceeds the Project's ambitious target of no more than 1, it was less than half the industry average: WorkSafe BC records the TRIF for various industries, and for 2018 (the most recent year for which information has been published) the TRIF for heavy construction was 3.2. See section 5.2.1.
Environment	Protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction.		The Project met all legislated environmental requirements and, through the design of the various components optimized opportunities for resource recovery and greenhouse gas reduction. Over the course of construction there were a relatively small number of environmental incidents: they were all diligently-managed, appropriately-reported and mitigated as required, with the result that there weren't any long-term impacts. An unexpectedly-significant environmental benefit of the Project included the remediation of McLoughlin Point. See section 5.2.2 for further information.
Regulatory Requirements	Deliver the Project such that the Core Area complies with provincial and federal wastewater regulations.		Through the addition of the Project components to the core area wastewater system, the system can be operated in compliance with provincial and federal wastewater regulations. See section 5.2.3 for further information.
Stakeholders	Continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders.		Significant efforts were made to engage with and provide accurate and timely information to stakeholders throughout the delivery of the Project. Through these efforts and the achievement of the Project's goals, positive relationships were built and maintained with First Nations, local governments, communities, and other stakeholders. See section 5.2.4.
Schedule	Deliver the Project by December 31, 2020.		The Project completed the majority of construction by December 31, 2020, and achieved its schedule-related goal, which was to meet or exceed federal regulations for secondary treatment of wastewater by December 31, 2020. All aspects of the Project that were required to meet the regulatory requirements were delivered by December 31, 2020. As of May 2021, commissioning of the Residuals Treatment Facility is ongoing and is anticipated to be complete in June 2021, and the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining. See section 5.2.5 for further information.
Cost	Deliver the Project within the Control Budget ($765 million).		While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur in the last quarter of 2021, it is forecast that the total Project cost will be approximately $766.7M, which is within the approved budget of $775M. The total Project cost is therefore forecast to exceed the Project's Control Budget (of $765M) by 0.2%, but be well within the budget subsequently-approved by the CRD Board (of $775M). See Section 5.2.6 for further information.

* A TRIF of no more than 1 means that there is 1 or fewer recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work

Status	Description
	Significant adverse effect of KPI not being met
	KPI not met but outcome managed
	KPI achieved

5.2.1 Safety

Safety was the Project's top priority: safety of the public, construction workers and CRD staff, including those responsible for delivery of the Project and for its ongoing operation and maintenance.

The Project's safety key performance indicator was to deliver the Project safely with zero fatalities and a total recordable incident frequency (TRIF) of no more than 1. A TRIF of no more than 1 is an ambitious target that means that there is 1 or fewer recordable incidents (being a work-related injury or illness that requires medical treatment beyond first aid or causes death, days away from work, restricted work or transfer to another job, or loss of consciousness) for every 200,000 person-hours of work.

Safety information for the Project is summarised in Table 5 for the period up to May 2021, at which time the vast majority of construction was complete (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining), there have been zero fatalities and the TRIF was 1.5. While this exceeds the Project's ambitious target of no more than 1, it was less than half the industry average: WorkSafe BC records the TRIF for various industries, and for 2018 (the most recent year for which information has been published) the TRIF for heavy construction was 3.2.

Table 5: Project Safety Information

	Project Total
	Person Hours (Sept 2016 – May 2021)
Project Management Office Hours	171,264
Project Contractor Hours	2,364,950
Total Person Hours	2,536,222
	Number of Incidents (Sept 2016 – May 2021)
Near Miss Reports	49
High Potential Near Miss Reports	7
Report Only	190
First Aid	69
Medical Aid	12
Medical Aid (Modified Duty)	2
Lost Time	5
Total Recordable Incidents	19
	Project Frequency (from January 1, 2017)
First Aid Frequency	5.4
Medical Aid Frequency	1.1
Lost time Frequency	0.4
Total Recordable Incident Frequency	1.5

The responsibility for safety on each of the Project sites was delegated to a prime contractor (being the contractor for that Project site) under section 118 of the Workers Compensation Act (British Columbia). Each prime contractor was required to designate a site safety representative and submit site safety management and traffic management plans for the Project Team's review prior to commencing construction.

The Project Team validated that each contractor met their safety requirements through a robust oversight and audit program. The Project Team continued to emphasise the importance of safety to every prime contractor, including through:

- mandating and participating in hazard and operability safety reviews during design progression;
- reviewing and commenting on design submittals considering safety impacts;
- reviewing and commenting on contractors' safety and traffic management plans;
- monitoring contractors' performance for conformance to their safety and traffic management plans; and
- reviewing the prime contractors' and their subcontractors' safety performance.

In addition, while the Project Team understood that, although the responsibility for safety on each Project site was delegated to a prime contractor, safety remains everybody's responsibility at all times, and maintained a strong safety-first culture throughout the delivery of the Project.

The Project Team believe that the ambitious TRIF target, focus on safety as the Project's top priority, and commitment to continuous improvement in safety management resulted in the Project being delivered more safely than would otherwise have been the case. The effectiveness of this focus was demonstrated by the independent review of the Project's safety management system, conducted by Allman Safety part-way through Project delivery in April 2019, which found that:

- There was strong and obvious commitment from senior management to remove or minimize risk in the workplace.
- The Safety Management System meets or exceeds industry health and safety standards and regulatory requirements.
- Prime contractor safety programs have improved under the direction of the project team to be complete and compliant.
- The communication strategy for safety improvement from contractors to the project team and from the project team to the contractors is both electronic and verbal and is effective in both directions.
- There is evidence that the organization has continuing strategies to reduce unsafe conditions.
- Leading and lagging indicators are reported and reviewed to focus attention on target areas.
- There has been continuous improvement in safety response by contractors, with still more room for improvement.

5.2.2 Environment

The Project's environment key performance indicator was to protect the environment by meeting all legislated environmental requirements and optimizing opportunities for resource recovery and greenhouse gas reduction.

The Project met this key performance indicator: see Section 5.1.3 for how the Project optimized opportunities for resource recovery and greenhouse gas reduction; the Project also protected the environment by meeting all legislated environmental requirements.

The Project Team's approach to environmental and regulatory management was multi-faceted and included activities during design, procurement and construction, including:

- Preparing Environmental Impact Studies, to inform the design and configuration of the Project in order to minimise environmental impacts at the outset, and to identify mitigation measures to reduce potential environmental impacts;
- Designing the Project to ensure the scope meets: legislative requirements, approval conditions, and incorporates Leadership in Energy and Environmental Design (LEED) or equivalent principles, as applicable;
- Retaining an archaeological advisor to provide advice and assistance with respect to archaeological management for the Project as a whole;
- Including robust environmental protection, monitoring and reporting requirements in construction contracts, including the requirement for each contractor to appoint a qualified professional to monitor the contractor's compliance with environmental laws, environmental aspects of applicable permits, archaeological protection, and contaminated soil management;
- Reviewing contractors' environmental management plans, environmental protection plans and regulatory approval plans – both upon initial submission and as construction progresses to ensure that the plans remain valid and are updated as warranted by, for example, the introduction of new work methods or regulatory requirements; and
- Auditing contractors' environmental performance, including through:
    - The review of any environmental incidents to confirm the accuracy and sufficiency of reporting, to discuss "lessons learned", and to go over how corrective actions are implemented;
    - conducting site tours and monitoring contractors' construction activities to confirm contractors are following their environmental protection plans; and
    - conducting periodic meetings with contractor's site and environmental representatives to review environmental performance.

This approach was effective in protecting the environment throughout the course of construction – which occurred at over 26 active work sites - as evidenced by the fact that there were a relatively small number of environmental incidents, and they were all diligently-managed, appropriately-reported and mitigated as required, with the result that there weren't any long-term impacts.

Most environmental incidents were minor in nature and did not result in any impacts on the environment. A typical example would be a low-volume release of hydraulic fluid as a result of equipment breakage, with the release being immediately contained.

Three environmental incidents occurred that were more significant and had the potential to have adverse effects, but the rapid implementation of appropriate mitigative action and oversight by environmental professionals avoided any significant long-term impacts:

- In November 2018, Vancouver Pile Driving, a subcontractor to Harbour Resource Partner (Harbour Resource Partners, the Design-Build Contractor for the McLoughlin

Point Wastewater Treatment Plant) towed a scow loaded with material dredged as part of the construction of the McLoughlin Point Wastewater Treatment Plant outfall to Bamberton in the Saanich Inlet. The scow was towed to Bamberton as the dredged material was previously identified as contaminated (from activities unrelated to the Project) and there is a suitable disposal site near Bamberton. The scow was tied up for the night and the following morning the starboard stern corner of the scow was observed to be listing heavily. Van Pile notified Harbour Resource Partners, the Coast Guard and Provincial Emergency Management Program. The Coast Guard arrived on site that morning and deployed containment booms around the scow. Van Pile initiated activities to right the scow and by the morning of November 16, 2018 the scow was floating safely and crews offloaded the remaining dredged material. The Coast Guard returned that morning and removed the containment booms. Coast Guard and Transport Canada investigations determined that no hydrocarbons were released to the environment during the incident, and Van Pile determined that no dredged material entered the water. Harbour Resource Partners' qualified environmental professionals took water samples on November 15 and 16, 2018 to assess potential effects on water quality. They determined that inside of the containment boom the incident resulted in Provincial Water Quality standards for turbidity and total suspended solids being exceeded for a period of less than 24 hours. Outside of the containment boom there were no water quality guideline exceedances. The Province determined that the incident was not reportable, and Harbour Resource Partners' qualified environmental professionals determined that there were no adverse environmental impacts from the incident.

- In August 2019, Knappett (the Construction Contractor for Residual Solids Pump Stations), was preparing to install the Residual Solids Conveyance Line under the Colquitz Creek and experienced challenges with dewatering and isolation of the work area, leading to sediment releases that resulted in short-term increases in turbidity. The sediment releases were reported to federal and provincial authorities and instream work was temporarily-suspended while the construction plan was revised. The water quality remained within BC Water Quality Guidelines, and due to the short duration of the turbidity increases, Knappett's qualified environmental professional determined it is unlikely that there were any adverse effects on fish or fish habitat. In September once the new plan was implemented, work resumed and a different isolation methodology was employed, allowing the Residual Solids Conveyance Line to be installed successfully. Prior to placement of spawning gravel and completion of backfilling, a large rain event resulted in the isolated work area being inundated. In response, Knappett removed the isolation dams, as they were no longer required to finish the work. The inundation and dam removal also led to sediment releases that created short-term turbidity increases, but again, water quality remained within BC Water Quality Guidelines, and due to the short duration of the turbidity increases, Knappett's qualified environmental professional determined it was unlikely that there were any adverse effects on fish or fish habitat The instream work was completed without further incident, and restoration and stream enhancement work conducted. This included placement of spawning gravel, removal of invasive plant species and planting of native riparian vegetation. The stream enhancement was successful, and Coho spawners have been observed using the installed spawning gravel.

- In October 2020, there was a release of residual solids at the Residuals Treatment Facility site. A temporary pipe failed during the commissioning process. Some of the

residual solids were contained on-site (within Hartland Landfill) but some travelled through a culvert and collected in a nearby low area in the CRD's Mount Work Regional Park. The release was reported to Emergency Management BC, in accordance with the Spill Reporting Regulation. Qualified environmental professionals assessed the affected area and provided oversight over remediation activities, including on the appropriate monitoring and testing protocols. It was determined that there was no surface flow to Durrance Lake but samples were taken as a precaution: microbiological indicators in the samples were present at consistent or slightly lower levels than prior to the incident, demonstrating that the release did not impact Durrance Lake.

The fundamental purpose of constructing the Project was to treat the core area's wastewater prior to its discharge into the marine environment, thereby reducing pollution in the Strait of Juan de Fuca and contributing to the overall health of aquatic ecosystems in the area.

In addition to the fundamental environmental benefit of constructing the Project, an unexpectedly-significant environmental benefit of the Project was the remediation of McLoughlin Point. The McLoughlin Point site was contaminated as a result of its previous use as an oil tank farm. As part of the Project a significant amount of contaminated materials were removed from the site (and disposed of in regulated landfills), and the site was remediated to meet the applicable standards set by the Environmental Management Act ("EMA") and the Contaminated Sites Regulation ("Regulation") - as documented by the Certificate of Compliance issued by the Province.

5.2.3 Regulatory Requirements

The Project's regulatory requirements key performance indicator was to deliver the Project such that the Core Area complies with provincial and federal wastewater regulations.

The Project met this key performance indicator: see Section 5.1.1 for how the Project exceeded federal wastewater regulations; the delivered Project also complies with provincial wastewater regulations, as demonstrated by the registration of the Project under the Municipal Wastewater Regulation.

For further context, the provincial regulations comprise two main elements:

- Effluent quality requirements for treated wastewater discharged out of McLoughlin Point outfall, which the Project enables the CRD to meet through the provision of tertiary treatment at the McLoughlin Point Wastewater Treatment Plant; and
- The circumstances under which untreated wastewater can be discharged out of the core area's other outfalls, which the Project enables the CRD to meet through the Project components that expand the existing conveyance capacity (namely the construction of the Trent Forcemain and Arbutus Attenuation Tank). For context, in addition to the McLoughlin Point outfall (a new, 2km-long outfall built as part of the Project), the core area wastewater system includes a number of outfalls and overflow locations that are utilised in wet weather events. The provincial regulation requires that an overflow must not occur during storm or snowmelt events with a return period of less than five years, other than, as allowed by the Core Area Liquid Waste Management Plan.

The addition of the Project components to the core area wastewater system means that, based on current wastewater flow projections:

- The McLoughlin Point Wastewater Treatment Plant has sufficient capacity to treat the core area's wastewater and accommodate regional population growth to at least 2040; and
- The conveyance system has sufficient capacity to meet and exceed the following Core Area Liquid Waste Management Plan (CALWMP) commitments past 2045:
    - all wet weather flows up to four times the average dry weather flow (4 x ADWF) from the Macaulay Point catchment will be conveyed to McLoughlin Point for treatment;
    - all wet weather flows up to 3 x ADWF from the Clover Point catchment will be conveyed to McLoughlin Point for treatment;
    - no overflows will occur for a wet weather event with less than a 100-year return period at any of the high sensitivity receiving waters along the East Coast (i.e. Broom Road or Bowker Creek); and
    - no overflows will occur for a wet weather event with less than a 5-year return period at any of the receiving waters along the East Coast (i.e. Finnerty and McMicking Points), with the exception of those associated with the combined sewer system.

Note that there will continue to be overflows at Humber and Rutland. These overflows occur as portions of the collection system in Oak Bay have combined sewer systems that carry both sanitary (municipal wastewater) and storm flows. The Project was not scoped to reduce these overflows: Amendment No. 12 to the CALWMP – which entails undertakings independent of the Project - is intended to address this.

5.2.4 Stakeholders

The Project's stakeholders key performance indicator was to continue to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders. Significant efforts were made to engage with and provide accurate and timely information to stakeholders throughout the delivery of the Project. Through these efforts, which are summarised in the following subsections, and the achievement of the Project's goals, positive relationships were built and maintained with First Nations, local governments, communities, and other stakeholders.

5.2.4.1 First Nations

As outlined in section 2.2 of this report, the Core Area lies within or near the traditional territories of 16 First Nations. The CRD has been engaged in consultations with First Nations relating to wastewater treatment since 2006, and in relation to the Project since 2014.

The First Nations most closely associated with the Project are the Esquimalt and Songhees, historically known as the "*Lekwungen"*. Their communities are located in the Core Area within several kilometres of the McLoughlin Point Wastewater Treatment Plant and other important components of the Project. The Esquimalt and Songhees support the goals of the Project and are participants in the Core Area wastewater system through service agreements. The Chiefs from each Nation are members of the Core Area Liquid Waste Management Committee. The Esquimalt and Songhees have leased land in the Victoria Harbour to the Project for use during construction. In recognition of their assistance in the planning and development of the wastewater system, and in recognition of their right to be consulted about the potential impacts of the Project on their Douglas Treaty rights, the CRD entered into support agreements with each of them. These agreements provide, amongst other things, for an Esquimalt Nation liaison

position and a Songhees Nation liaison position for the four year term of the Project. The liaison representatives have been assisting the CRD in its communications with the Esquimalt and Songhees communities, in the administration of protocols involving potential impacts on ancestral remains and their traditional lands, and in the discussion and management of other important Project-related issues.

There are four First Nations with communities near the Core Area, but outside the Core Area wastewater system. They are SȾÁUTW̱ (Tsawout), W̱SIḴEM (Tseycum), W̱JOŁEŁP (Tsartlip), and BOḰEĆEN (Pauquachin). These Nations are known as the W̱SÁNEĆ Nations, and the Residuals Treatment Facility and parts of the conveyance system are located on municipal roads or CRD lands within their traditional territories. The CRD and the W̱SÁNEĆ Leadership Council engaged in discussions about the construction and operation of Wastewater Treatment Project components in W̱SÁNEĆ Territory, and in December 2019 entered into a Memorandum of Understanding to provide capacity funding to allow this productive engagement to continue. In addition to providing capacity funding, the Memorandum of Understanding commits the CRD to move toward a negotiated agreement that considers the Project's presence within W̱SÁNEĆ territory, and engage in further discussions towards an agreement involving the broader relationship between CRD and the W̱SÁNEĆ Nations that takes into consideration CRD's operations within W̱SÁNEĆ territory and the recommendations of CRD's First Nations Task Force Final Report as adopted by the Board of the CRD.

There are ten other First Nations with Treaty rights in the general vicinity of the Core Area, which are primarily fishing rights in the Strait of Juan de Fuca. These Nations are the Scia'new (Beecher Bay), Stz'uminus, Halalt, Penelakut Tribe, T'Sou-ke, Lyackson, MÁLEXEŁ (Malahat), Lake Cowichan, Cowichan Tribes, and Nanoose First Nation (which is included because it is represented by a tribal association, the Te'mexw Treaty Association, which was formed by some of these Nations). The CRD concluded that the construction and operation of the Project, including the construction of outfall pipes, will not conflict with any of the Douglas Treaty rights of these Nations but, throughout the delivery of the Project, kept them informed of Project activities, especially as they relate to beneficial outcomes in the marine environment.

5.2.4.2 Communications and Engagement Plan

The key focus of the Project's communications and engagement activities were to keep residents and stakeholders informed of project plans, progress and construction information, and to receive and respond to questions and concerns raised by the community. Working in conjunction with CRD Corporate Communications, and utilising tools and developed relationships, the engagement and communications program included:

- Communications Planning, which involved developing plans and strategies in support of the Project;
- Community Relations, which involved building and maintaining positive relationships with Frist Nations, local governments, communities and other stakeholders, and keeping them informed through ongoing, two-way communications regarding the Project, and responding to inquiries in an effective and timely manner;
- Public Engagement, which involved gathering and receiving public input on certain aspects of the Project;
- Media Relations, which involved providing the media with progress reports and updates on the Project and responding to issues raised; and

- Construction Communications, which involved developing traffic management plans and a process to keep the public and stakeholders advised in a timely manner about matters relating to construction progress, schedules and impacts.

The Project Team prepared, implemented and annually updated a Project Communications and Engagement Plan. A variety of communications tools and engagement activities were utilized to support the implementation of the plan and ensure that information was easily accessible and distributed through a variety of methods. These included stakeholder meetings, Project website updates, social media posts, media updates for key Project milestones, construction notifications, door-to-door notifications, and a public inquiry program, among other methods.

The Project facilitated ongoing two-way community and stakeholder communications to ensure the public and stakeholders were well-informed; responded to inquiries; and ensured that Project managers were mindful of community interests and concerns. The communications and engagement team communicated with stakeholders, community groups, businesses and the public regarding Project schedules, progress, developments and construction information.

A liaison committee was set up for the Township of Esquimalt to provide a forum for the discussion of issues related to the construction and operation of the Wastewater Treatment Plant, the Macaulay Point Pump Station and Forcemain, and the Residual Solids Conveyance Line. The committee includes representatives from the Township of Esquimalt, West Bay Residents Association, Lyall Street Action Committee, Macaulay Elementary School Parent Advisory Committee, Department of National Defence, CRD, McLoughlin Point Wastewater Treatment Plant contractor Harbour Resource Partners, Macaulay Point Pump Station and Forcemain contractor Kenaidan Contracting Ltd. and Residual Solids Conveyance Line contractor Don Mann Excavating. This committee met monthly during construction and will continue to meet semiannually now that the McLoughlin Point Wastewater Treatment Plant is operating.

The Project Team met as necessary with three neighbourhood groups in Victoria that were in close proximity to Project Construction: the James Bay Neighbourhood Association, the Fairfield Gonzales Community Association, and the Victoria West Community Association. Engagement with these neighbourhood and community associations was focused on construction progress and disturbance mitigation measures.

The Project Team met with the Saanich Community Association Network (SCAN) and established a relationship with the Willis Point Community Association to provide updates on construction of the Residuals Treatment Facility at Hartland Landfill and the Residual Solids Conveyance Line.

In advance of commencing construction in a new area, community information open houses were a valuable communication tool to provide information about the different components of the Project to the public. Twenty open houses in Esquimalt, Victoria and Saanich were held for this purpose, as summarized in Table 6. Over 1,200 people attended these meetings, which were publicized widely through mailed notices to residents, email, newspaper advertisements, social media, and on the Project website.

Table 6 – Community Information Open Houses

Date	Community
January 11, 2017	Victoria - Fairfield Gonzales
January 11, 2017	Victoria - James Bay
January 12, 2017	Esquimalt
January 14, 2017	Esquimalt
January 18, 2017	Department of National Defence
April 5, 2017	Victoria - James Bay
April 12, 2017	Esquimalt
November 15, 2017	Saanich
November 18, 2017	Saanich
November 22, 2017	Esquimalt
November 27, 2017	Victoria
January 10, 2018	Victoria - James Bay (50%)
January 11, 2018	Victoria - Fairfield Gonzales (50%)
February 21, 2018	Niagara Street Information Meeting
February 24, 2018	Niagara Street Information Meeting
March 13, 2018	Esquimalt - Macaulay
September 25, 2018	Victoria – James Bay, Fairfield Gonzales
September 26, 2018	Victoria – James Bay, Fairfield Gonzales
November 27, 2018	Saanich
November 28, 2018	Saanich

Project updates were produced on a regular basis and at key Project milestones to provide information about the Project. This newsletter-style document highlights construction updates across various components of the Project. The updates were posted to the website, distributed to stakeholders, including MLAs, municipal Mayors and Councillors, and hand delivered to community centres.

In addition, 19 information sheets were developed to provide more details regarding the different Project elements. These information sheets were posted online, emailed to stakeholders and had hard copies distributed as appropriate.

To share specific and targeted information about upcoming construction impacts, 143 construction notices were developed. Each construction notice was hand delivered to residents near the work site, posted online and circulated to stakeholders via email as appropriate. Approximately 9,800 construction notices were hand delivered for this Project.

The Project communications and engagement team worked with the CRD's Senior Manager of Corporate Communications to brief journalists to ensure that local, regional, provincial, national and international media were informed about key Project milestones, and to provide information for timely media responses. The Deputy Project Director was the Project's spokesperson, and regularly spoke to media to provide Project updates.

An inquiry response program was established to track, record and provide accurate and timely responses to questions or concerns from the public and stakeholders. It comprised an email address (wastewater@crd.bc.ca) and a 24/7 Project information telephone line 1-844-815-6132. Since September 2016, the Project Team responded to 2,127 inquiries, as summarised in Table 7.

Table 7 – Project Inquiries

Inquiry Source	Contacts (September 2016 - May 2021)
Information phone line inquiries	1,221
Email inquiries responded to	906
Total inquiries responded to	**2,127**

5.2.5 Schedule

The Project's schedule key performance indicator was to deliver the Project by December 31, 2020. The Project completed the majority of construction by that date, and achieved its schedule-related goal, which was to meet or exceed federal regulations for secondary treatment of wastewater by December 31, 2020.

All aspects of the Project that were required to meet the regulatory requirements were delivered by December 31, 2020: in the third quarter of 2020, the Clover Point and Macaulay Point Pump Stations diverted the Core Area's wastewater, through the Clover and Macaulay Forcemains, respectively, to the McLoughlin Point Wastewater Treatment Plant, for tertiary treatment; and from the third quarter of 2020, the Residuals Solids Conveyance Line conveyed residual solids to the Residuals Treatment Facility.

The Residuals Treatment Facility commenced production of class A biosolids later than anticipated, in January 2021, and commissioning of the facility is ongoing and is anticipated to be complete in June 2021.

On the conveyance component of the Project, the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining. The Arbutus Attenuation Tank is being built to increase the capacity of the conveyance system and is expected to be operational in June 2021, and the remaining work on the Clover Point Pump Station is expected to be complete in fall 2021: it has been delayed by the need to remove debris from the inlet channel that has built-up over decades of use.

Figure 17 shows a comparison of the achieved Project schedule against that forecast in the Project Charter – which was a high-level schedule that was developed to be optimised and refined as the Project and planning progressed.

It was noted in the Project Charter that, in order to meet the federal regulations for treatment of the Core Area's wastewater by December 31, 2020, the Project schedule was ambitious. It was further noted that while the Project schedule was achievable there was no float.

Therefore, despite the Project schedule not including an allowance for a global heath pandemic (that impacted workforce availability, workforce productivity and equipment and material deliveries), the Project met the goal of meeting or exceeding federal regulations for secondary

treatment of wastewater by December 31, 2020, and completed the majority of construction by December 31, 2020.

As of May 2021, the vast majority of construction has been completed (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining). The works remaining under each construction contract are summarised in section 7 of this report, and the Project budget includes committed funds to complete the remaining works and close-out the construction contracts.

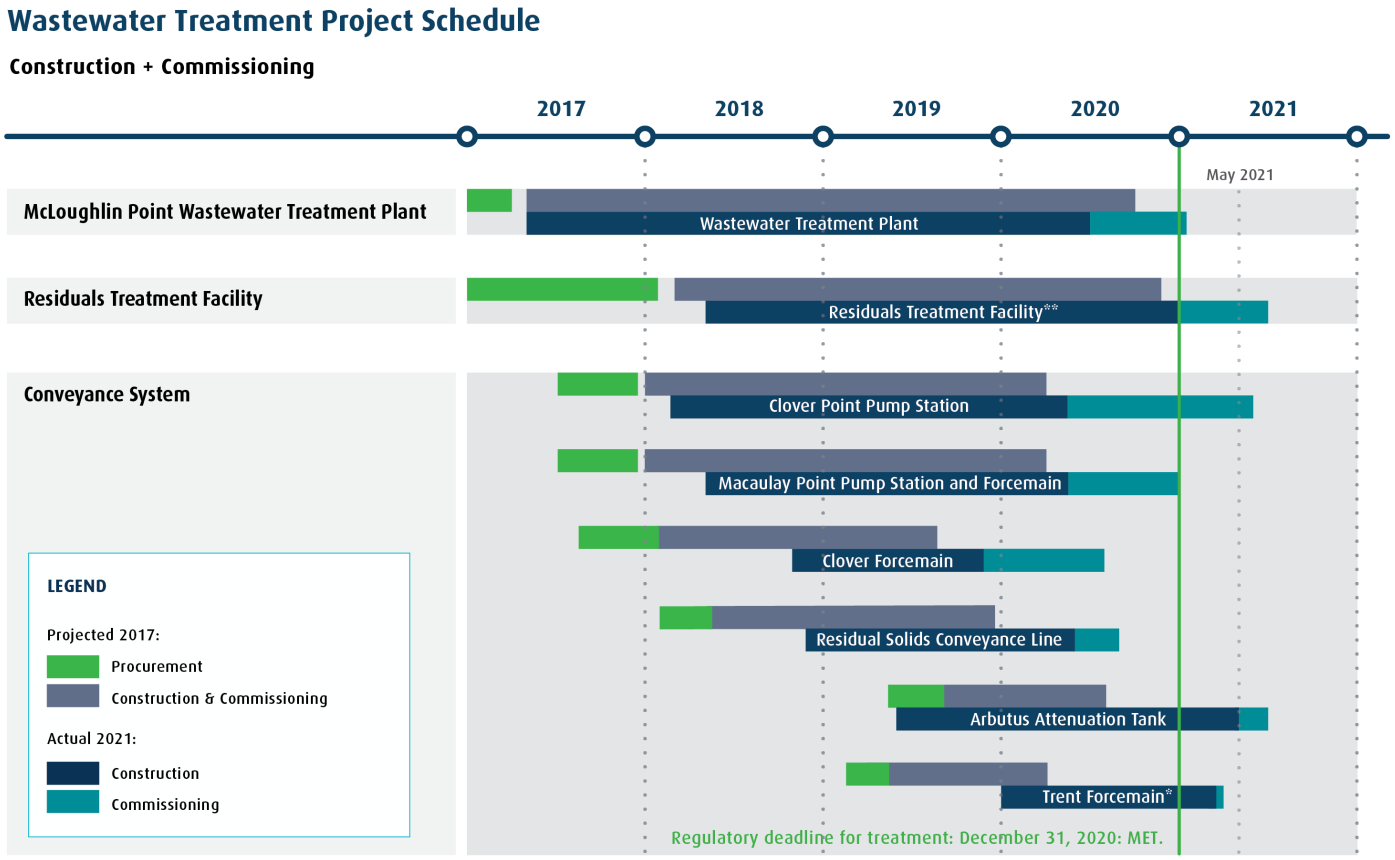

Figure 17 - Schedule comparison: March 2017 forecast to May 2021 actual

Notes to Figure 17:

** In 2019, the Wastewater Treatment Project's scope was refined to remove three components of the conveyance system (expanding the capacity of the Currie Pump Station, twinning the Currie Forcemain and twinning the East Coast Interceptor), as they would provide no benefit to the CRD's residents and businesses.*

*** The Residuals Treatment Facility commenced production of class A biosolids later than anticipated, in January 2021, and commissioning of the facility is ongoing and is anticipated to be complete in June 2021.*

**** The commissioning time period shown is the timeline for each Project contractor to complete their commissioning requirements. Upon each Project contractor completing their commissioning requirements, the responsibility for operating the component is transferred from the relevant Project contractor to the CRD's Integrated Water Services department, who are then responsible for managing the optimisation of the operation of each Project component and any resultant impacts on the operation of the other components of the core area wastewater system.*

5.2.6 Cost

The Business Case established the Control Budget of $765 million. The Project's cost key performance indicator was to deliver the Project within the Control Budget ($765 million). In May 2019 the CRD Board approved an increase in the Project's budget by $10M to $775M.

While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur in Q4 2021, it is forecast that the total Project cost will be approximately $766.7M, which is within the approved budget of $775M. The total Project cost is therefore forecast to exceed the Project's Control Budget (of $765M) by 0.2%, but be well within the budget subsequently-approved by the CRD Board (of $775M).

The total Project cost forecast of $766.7M includes:

- costs expended to-date to plan, procure, construct and commission the Project;
- the forecast cost to complete the activities remaining to close-out the construction contracts and the obligations remaining to be fulfilled in the Project's funding, First Nation and land access agreements; and
- an appropriate amount of contingency ($2.74M), based on the Project Team's assessment of the: status of each component; the risks associated with the remaining work and the outstanding obligations; and the funds and resources committed to complete these.

The total Project cost forecast includes all Project costs, being those incurred in order to plan, procure, construct and commission the Project components. The Project budget does not include the costs to operate and maintain the Project components, which are included in CRD operating budgets. Operating and maintaining costs include (but are not limited to) the costs of: optimising the operation of the Project components after handover from the relevant Project contractor to the CRD's Integrated Water Services department; the cost of the transportation and use of biosolids produced by the Residuals Treatment Facility; the amount by which the operating period payments for the Residuals Treatment Facility exceed the net present value of the capital cost; and the cost of CRD's management of any required warranty work (the Project budget covers the cost of each Project component's warranty, but not the cost of CRD's oversight of warranty work).

Several factors resulted in the Project not meeting its cost KPI. The Project Team reported budget pressures through its monthly reports to the Project Board (and CRD Board) since September 2017, primarily as a result of inflation in the Vancouver Island construction market. Other factors that contributed to budget pressures include: design development to incorporate stakeholder input; geotechnical considerations including removal and disposal of a significant quantity of contaminated material; and schedule constraints associated with the requirement to provide wastewater treatment by the regulatory deadline of December 31, 2020.

In addition, since the onset of the global health pandemic, the Project Team reported cost impacts from the COVID-19 public health emergency. Impacts included labour availability and productivity (as a result of work modifications required to comply with provincial guidelines), and delays to the delivery of equipment and supplies.

Countering these budget pressures, Project risks were diligently and proactively managed, and there were significant cost savings in the Project's forecast financing costs. As outlined in

section 6.4, these resulted from the CRD's financing strategy, combined with low interest rates and early payment of a significant proportion of the Province's funding.

Attached as Appendix B to this report is a cost report for the Project, showing a detailed breakdown of the budget at April 30, 2021, including costs expended and the forecast funds and contingency required to complete the Project-related commitments and activities that extend beyond May 2021 (see section 7 of this report for further information on those commitments and activities).

5.2.6.1 Project Cost Comparison

Table 8 shows a comparison of total forecast cost compared to the allocated Control Budget approved by the Project Board on June 6, 2017, and Table 9 provides the main reasons for the differences. The allocated Control Budget was used as the basis for the Project Team's management of the budget and reporting, including to control costs, commitments, use of contingency and manage cash flow.

One component of the allocated Control Budget is the Project Management Office (PMO) budget, which was approved by the Project Board on January 10, 2017. At that time, KPMG carried out an exercise to review and benchmark the PMO budget against industry standards. KPMG found that industry standards were that the PMO budget of a project should make up between 5 and 13% of the total project cost, exclusive of engineering costs. KPMG considered the complexity of the Wastewater Treatment Project, and noted that the Project entailed: complex procurements with a number of different contract types (DBB, DBF and DBFOM); integration and commissioning of multiple components; and a significant number of internal and external stakeholders. Based on this assessment of complexity, and the fact that the Project's PMO budget, inclusive of engineering costs, was 10% of the total project cost, KPMG determined that the PMO Budget was well within industry standards.

Table 8 – Comparison of Total Forecast Cost against the Allocated Control Budget (all in $ millions)

Project Component	Control Budget Approved June 6, 2017	Total Forecast Cost[1]	Variance
McLoughlin Point Wastewater Treatment Plant	$331.4	$336.3	($4.9)
Residuals Treatment Facility	$159.4	$140.2	$19.2
Conveyance System	$158.2	$206.5	($48.3)
Project Management Office	$75.8	$72.5	$3.3
BC Hydro	$12.9	$2.7	$10.2
Third Party Commitments	$8.1	$8.5	($0.4)
Sub-Total	**$745.9**	**$766.7[2]**	**($20.8)**
Program Reserve	$19.2	$8.3	$10.9
Total	**$765.0**	**$775.0**	**($10.0)**

Notes to Table 8:

1. *Total forecast cost is the forecast cost at completion, and comprises:*

a. *$617.2M of costs expended at April 30, 2021, which includes invoices received and processed before the cut-off for the April 2021 cost period;*

b. *$157.8M of funds to cover:*

   i. *work completed but not yet invoiced (i.e. invoices for work already completed but not yet invoiced by the cut-off for the April 2021 cost period); and*

   ii. *the work required to complete the Project-related commitments and activities that extend beyond May 2021 (see section 7 of this report for further information on those commitments and activities); and*

c. *$2.74M of contingency to manage the risks associated with completing the Project-related commitments and activities that extend beyond May 2021, comprising:*

   i. *$1M to cover the potential performance incentive payment to HRP, that is payable after the completion of the performance period (which concludes on January 12, 2023), and will be payable at an amount (of up to $1 million) to be determined based on performance against milestones over the two year performance period; and*

   ii. *$1.74M for the conveyance component, which is anticipated to be more than sufficient given the nature of the remaining commitments and activities (see section 7 of this report for further information on those commitments and activities).*

2. *While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur in Q4 2021, it is forecast that the total Project cost will be approximately $766.7 M, which is within the approved budget of $775M.*

3. *A program reserve of $19.2 million was included in the Control Budget to manage risks impacting the entirety of the Project, or the interface between any of the Project components.*

   At April 30, 2021, $8.3 million remains in program reserve; this is in addition to $2.74M of contingency that is included within the total forecast cost of $766.7M, as outlined in note 1 to manage the risks associated with completing the Project-related commitments and activities that extend beyond May 2021.

Table 9 summarises the main reasons for the differences between the total forecast cost compared to the allocated Control Budget approved by the Project Board on June 6, 2017

Table 9 – Principal Factors causing Variances between the Total Forecast Cost and the Allocated Control Budget

Project Component	Variance ($ millions)	Principal Factors Driving Variance
McLoughlin Point Wastewater Treatment Plant	($4.9)	- Significantly greater contamination at site than forecast: see section 5.2.2 for further information - Cost impacts from the COVID-19 public health emergency: impacts included labour availability and productivity (as a result of work modifications required to comply with provincial guidelines). + Lower than forecast financing costs: see section 6.4 for further information
Residuals Treatment Facility	$19.2	+ Strong market response to procurement (opportunity big enough to attract qualified contractors from across North America) + Rescoping of storage area: see section 4.2.1 for further information
Conveyance System	($48.3)	- Inflation in the Vancouver Island construction market - Design development to incorporate stakeholder input + Value engineering combined with substantial reduction in water use per person reduced required scope: see section 4.3.7.1 - Cost impacts from the COVID-19 public health emergency: impacts included labour availability and productivity (as a result of work modifications required to comply with provincial guidelines). + Lower than forecast financing costs: see section 6.4 for further information
Project Management Office	$3.3	+ Efficient delivery
BC Hydro	$10.2	+ Efficient delivery
Third Party Commitments	($0.4)	- Commitments slightly greater than estimated
Program Reserve	$10.9	A program reserve of $19.2 million was included in the Control Budget to manage risks impacting the entirety of the Project, or the interface between any of the Project components. At April 30, 2021, $7.8 million remains in program reserve.
Total	$-	

6 Project Successes and Challenges

The most significant Project challenges, and actions that contributed to the successful management of them, are summarised in the following sections.

6.1 Safety

Maintaining safety as the Project's top priority was critical given the scope, scale and complexity of construction, and its performance in an urban environment during a period of time that included a global health pandemic.

Key to meeting this challenge was:

- All of the Project's Prime Contractor's continued commitment to safety as the number one priority on the Project;
- All of the Project's Prime Contractor's implementation of additional precautions during the global health pandemic to comply with provincial guidelines and protect their workers, CRD staff and the public;
- The Project Team's maintenance of a strong safety-first culture – beginning with the evaluation of contractors' safety performance, personnel and practices as part of all construction procurements, and progressing through chartering sessions to ensure new Project contractors understood the primary importance of safety, and a robust oversight and audit program that included regular site inspections, reviewing safety incidents with prime contractors to discuss lessons learned and how corrective actions are being implemented as a result of these reviews, and the sharing of trending observations or similar incidents between Project contractors;
- Comprehensive monthly reporting of safety incidents, including descriptions of the incident, the outcome and corrective actions – for all categories of safety incidents from near misses to recordable incidents; and
- Acknowledgement that safety is everyone's responsibility.

6.2 Schedule: Project Delivery to meet the Regulatory Deadline

As noted in the Project Charter, in order to meet the federal regulations for treatment of the Core Area's wastewater by December 31, 2020, the Project schedule was ambitious. To plan, procure, construct and commission the Project within five years - from the time the Project Board was appointed to the regulatory deadline for treatment – required:

- the co-operation of multiple parties and governance bodies; and
- procuring and constructing some components through multiple contracts in order to optimise the design, procurement, construction and commissioning schedule, which necessitated the Project Team expending a greater effort on contractor and interface management.

Key to meeting this challenge was:

- The CRD Board's delegation of authority to the Project Board, as this allowed for appropriate oversight and governance by a body with expertise in major project management and construction that could focus solely on delivery of the Project in order to achieve the goals established for it;

- The inclusion of the CRD's Chief Administrative Officer on the Project Board, as this facilitated CRD integration and support, and the identification and implementation of CRD policies and procedures relevant to the Project's delivery;
- The establishment of a Project Team with the relevant expertise required to deliver the Project;
- The full support of the CRD, and the integration of CRD departments in Project delivery, as this provided institutional knowledge and expertise that was critical to allowing the immediate commencement of, and expeditious progress to be made in, Project planning and delivery;
- The input and engagement of the Project's First Nations partners;
- The collaboration and cooperation of host municipalities, funding partners and regulatory authorities;
- Schedule mitigation by the Project's contractors;
- The engagement of community and neighbourhood associations which assisted in the identification of concerns and interest allowing the Project to respond or adjust plans as appropriate;
- The willingness of transit and other service providers to coordinate with our contractors to work around impacted areas while continuing to provide service to the community; and
- The patience of the CRD's residents, commuters, businesses and stakeholders, particularly those most impacted by the Project's construction and operations.

Also of significance in meeting the challenge was the Project Team's approach to schedule management, which included the following steps:

- the establishment of the master project schedule, which was the primary planning and coordination tool for schedule management;
- the development and maintenance of a permit register to identify and monitor the status of permits, approvals, authorizations, licences and agreements that may be required for the Project.
- the inclusion of relevant milestones, schedule incentives and acceleration clauses in each construction contract;
- the maintenance of the master project schedule through the review and incorporation of contractors' baseline and monthly updated schedules; and
- monitoring progress and taking action as required to manage the interfaces between the different Project contracts and meet the Project's key performance indicators.

6.3 Delivering a Major Infrastructure Project in an Urban Setting

The delivery of a major infrastructure project in an urban setting with construction in three different municipalities presented multiple challenges, including: design and construction complexity as a result of congested utility corridors and substantial road use; how to manage stakeholder impacts and build infrastructure to meet different municipal requirements.

The Project met these challenges through the establishment of individual technical working groups with all three host municipalities: this allowed for the collaboration and cooperation of host municipalities as components were designed, procured and constructed.

Section 5.2.4 outlines the significant efforts made to build and maintain positive relationships with First Nations, local governments, communities, and other stakeholders, and these undoubtedly contributed to addressing the challenges of building such significant infrastructure in an urban environment. A particular example of how the challenges were met is provided by the management of stakeholder impacts during the staging of the cross-harbour pipe.

For six weeks, Niagara Street, a small, residential street, was used to assemble a 940-metre pipe above ground before it was pulled into a cross-harbour undersea tunnel from Ogden Point to McLoughlin Point.

Beginning the first week of March 2018, 78 pipe sections were welded together and the pipe was moved into place on rollers on Niagara Street across eight city blocks from South Turner Street to St. Lawrence Street. Over three days, cranes and sidebooms lifted the pipe in the 100 block of Niagara Street where the pipe was threaded into the tunnel at Ogden Point and pulled from the McLoughlin Point side.

Managing the significant impacts that this work had on the neighbourhood involved comprehensive planning to coordinate with the contractor, local authorities and service providers; and extensive communications and engagement with local residents. Some of the community outreach included:

- A door-to-door survey which was conducted with Niagara Street residents to provide updated information and a resident needs assessment in December 2017;
- Two community meetings with residents to answer questions which were held on February 21 and February 24, 2018;
- A Help Tent that was located in the 200 block of Niagara Street and staffed by a Project representative to provide information and answer questions about the Project;
- The 24/7 phone line and project email address were provided to residents so that they could request information or report a concern; and
- A community BBQ was held on May 1, 2018 as a thank you to the residents for their patience.

As a result of the community outreach undertaken, and the patience and understanding of the community, the Project Team and Project contractor (Harbour Resource Partners) built positive relationships within the community, many of whom expressed an interest in witnessing a remarkable engineering feat.

6.4 Cost

The Project faced significant cost pressures as a result of several factors including inflation, greater than anticipated contamination, and the global health pandemic, as outlined in Section 5.2.6 of this report.

Key to meeting this challenge was:

- The ability to manage risk: risk management on the Project involved the identification, analysis, oversight, treatment and monitoring of the Project risks. The Project Leadership Team promoted a risk-aware culture whereby any person was encouraged to raise potential risks for consideration. The success of this approach was supported by the findings of Ernst and Young when they conducted an

independent project execution review part-way through Project delivery (in April 2019), and reported:

  - A strong risk-aware culture that was supported by well-defined processes and risk registers;
  - The Project Team had put careful consideration into risk transfer when structuring contracts. Notable and leading industry practices around controlling mechanisms are in place, including incentive and penalty clauses; and
  - Project reporting to be comprehensive and forward-looking, with commentary to provide the necessary context around key items.

- Lower than forecast financing costs: due to the Project's funding sources and related conditions, there were differences in timing between incurring and recovering Project-related costs. As a result of these differences, the CRD's Finance Department needed to develop and implement a financing strategy to manage cashflow to meet the Project's financial commitments. The financing strategy implemented, combined with low interest rates and early payment of a significant proportion of the Province's funding resulted in significant cost savings in the Project's forecast financing costs, which helped to offset the budget pressures described in section 5.2.6 of this report.

6.5 Interfaces between Project Components

Managing the physical and schedule interfaces between the different components required to deliver the overall Wastewater Treatment Project was a challenge.

Key to meeting this challenge was:

- The inclusion of elements with critical interfaces into a single contract – where the resulting risk profile, type of work and size of the package, would still allow for sufficient market interest in the package such that competitive pricing would be received - for example:
  - the Macaulay Point Pump Station and Forcemain were procured together in a single contract; and
  - three elements (the McLoughlin Point Wastewater Treatment Plant, marine outfall and harbour crossing) were included in a contract to allow a single contractor to manage the physical and schedule interfaces between these components with critical interfaces
- The use of a single owner's engineer to develop the indicative design for all critical Project components with significant interfaces;
- The use of a single systems integrator to develop standards and implement an approach for computerised controls and communication; and
- Developing of a master project schedule that allowed for a logical sequence of commissioning activities, considering that construction of the Project would be achieved through multiple contracts and that each required the delivery of waste streams to achieve completion.

6.6 Construction Challenges

Construction challenges included: geotechnical considerations (especially protecting the integrity of the Dallas Road bluffs during the construction of the Clover Forcemain component of the Project); working in proximity to water; managing contaminated soils and utility conflicts; constructing on constrained sites (especially at McLoughlin Point); and building in areas with archaeological sites and the potential for archaeological finds.

Key to meeting these challenges were:

- Hiring experienced design consultants and construction contractors;
- Developing plans and procedures, both Project-wide and component-specific that mitigated potential adverse environmental impacts;
- Technical peer review of alternative solutions to complex challenges;
- Specific to the site constraints: developing indicative designs sufficiently during procurement processes to ensure designs were selected that were technically-feasible and could be constructed within the site constraints;
- Colloborating with First Nation partners; and
- Hiring archaeological advisors to provide advice and assistance with respect to archaeological management, including by:
    - preparing Archaeological Overview Assessments and Archaeological Impact Assessments;
    - planning for archaeological mitigation and data recovery;
    - preparing archaeological protocols and specifications for inclusion in construction contracts;
    - conducting archaeological awareness training for construction crews; and
    - undertaking archaeological monitoring with the support of First Nation partners.

6.7 Integration of the Project Components into the Existing Core Area Wastewater System

The integration of new Project components into an existing operating system presented several challenges.

These challenges were managed through the:

- Engagement of representatives from CRD's Integrated Water Services department in the review of design and construction submittals;
- Commitment and support of CRD operating staff , especially through the commissioning period;
- Inclusion in the construction contracts of requirements regarding the training that contractors had to provide to CRD operating staff;
- Project funding of the following initiatives as the CRD planned to integrate the Project components into the core area system:
    - Operational Readiness Review: a performance-based examination of facilities, equipment, personnel, procedures and management control systems for ensuring the Project assets can be operated safely and securely

in compliance with the applicable legislative and regulatory frameworks and in accordance with the policies and delegated responsibilities of the CRD.

- SCADA IT Network Design – Phase 1: starting with the existing network topologies and IP addresses, this study provided a high level design that accounted for the future mapping that would be required for the most intense deployment, in order to provide input on the Project sites now that considers the future goal of the CRD IT/SCADA Network, thereby reducing the need for modifications in the future.
- Asset Management Study: a study to develop a master list of assets with associated attributes that will be stored in Asset Accounting to meet financial processes and long-term capital planning needs for all the infrastructure related to the Core Area Wastewater Treatment Project and Service.

6.8 Establishment of Project Office

The establishment of a Project Team with the relevant expertise required to deliver the Project was key to meeting all of the Project goals, but it presented a potentially-significant challenge to find individuals with appropriate Project delivery experience that were both available and interested in committing to a Project in Victoria for a relatively short-term position.

The Project managed this challenge by recruiting key Project team members, and supplementing them with consultant support as required. For financial, engineering and administrative resources, the Project was aided in meeting this challenge by the ability to second some resources from the CRD, and also the potential for Project resources to apply for and transition to employment opportunities at the CRD.

The Project Board and Director were successful in attracting and retaining the core competencies required throughout delivery of the Project, and this strategy allowed for continuity through dedicated Project team members, while also providing a means to manage the natural variation in resource needs as the Project progressed, and gain access to specialist skill sets as required.

7 Project Handover

The Project Board have fulfilled their role and function as defined in the Terms of Reference, and the term of the Project Board concludes on May 24, 2021. This report section outlines the Project-related commitments and activities that extend beyond May 2021, and is organised in three categories:

i) Activities related to closing-out the Project's construction contracts;
ii) Obligations remaining to be fulfilled in the Project's funding, First Nation and land access agreements; and
iii) Operating and maintenance obligations related to the infrastructure built by the Project.

This report section outlines Project-related commitments and activities that extend beyond May 2021 and that are transitioning from the Project to the CRD. In addition there are organizational/corporate leadership, administrative and support function responsibilities that the CRD will need to fulfill as a result of the addition of the Project components to the core area wastewater system.

7.1 Close-out of the Project's Construction Contracts

As of May 2021, the vast majority of construction has been completed (the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with some minor construction activities remaining). The works remaining under each construction contract are summarised in Table 10, and the Project budget includes committed funds to complete the remaining works and close-out the construction contracts.

Table 10 – Summary of Works Remaining on the Project's Construction Contracts at May 2021

Project Component	Contract Type	Summary of Works Remaining at May 2021
McLoughlin Point Wastewater Treatment Plant	DBF	Providing advice and guidance to optimize plant performance over the remainder of the two-year performance period (to January 12, 2023) and complete warm weather odour test.
Residuals Treatment Facility	DBFOM	Complete activities required to achieve Completion; minor deficiency items and record drawing submission.
Macaulay Point Pump Station and Forcemain	DB	Landscaping, minor deficiency items and record drawing submission
Clover Point Pump Station	DB	Generator ventilation rectification; inlet channel debris removal; final acceptance testing; minor deficiency items and record drawing submission
Clover Forcemain	DBB	Quarterly post-construction stability surveys over the warranty period
Residual Solids Pump Stations	DBB	Removal of low floats and upgrade programming; landscaping, minor deficiency items and record drawing submission
Trent Forcemain	DBB	Restoration, minor deficiency items and record drawing submission
Arbutus Attenuation Tank	DBB	Final commissioning activities, site grading and landscaping, minor deficiency items and record drawing submission

The Project budget also includes committed funds for the resources required to oversee the completion of the remaining works and close-out the construction contracts. Specifically, the

Project budget includes committed funds for the following resources to support close-out post May 2021:

- Project staff transitioning to the CRD, including project management, document control and finance staff resources that the Project budget will fund post May 2021;
- Project consultants: funds have been committed for design consultants (KWL and Parsons) and the Project's owner's engineer (Stantec), to support Project close-out activities; and
- The remainder of the CRD finance department allocation for 2021.

7.2 Obligations Remaining to be Fulfilled in the Project's Funding, First Nation and Land Access Agreements

In addition to the Project's nine construction contracts, approximately 20 funding, First Nation and land access agreements were entered into in order to deliver the Project (refer to Appendix C for a list of the agreements). There are a relatively small number of obligations remaining to be fulfilled in the Project's funding, First Nation and land access agreements. The Project budget includes committed funds to fulfil the outstanding obligations, and the Governance Transition Report details both the fulfilled and the outstanding commitments.

7.3 Operation and Maintenance of Infrastructure Built by the Project

7.3.1 Responsibility for Operations and Maintenance of Project Components

The CRD's Integrated Water Services department are responsible for operating and maintaining all of the Project components other than the Residuals Treatment Facility (see section 7.3.3) upon the relevant Project contractor completing their commissioning requirements. This transfer has occurred for all components other than the Arbutus Attenuation Tank, for which the transfer is forecast to occur in June 2021.

This responsibility includes:

- managing the optimisation of the operation and maintenance of each Project component upon handover, and any resultant impacts on the operation of the other components of the core area wastewater system;
- managing the contractual warranties for each of the Project components;
- administering the two-year performance period for the McLoughlin Point Wastewater Treatment Plant, as outlined below.

The McLoughlin Point Wastewater Treatment Plant contract includes a two-year performance period, from the acceptance date (January 2021). Over the performance period the CRD will operate and maintain the McLoughlin Point Wastewater Treatment Plant, and Harbour Resource Partners are responsible for:

- monitoring operations;
- consulting with and providing advice to the CRD and the CRD's plant manager with respect to the operation of the Facility;
- assisting with environmental and regulatory compliance;
- preparing and updating the operations manual and operations and maintenance plans;
- assisting with the evaluation of the performance of the Project and the implementation of plans to achieve continued compliance with the process performance guarantees;

- assisting with the development and implementation of plans that will minimize use of power, chemicals, water and labour; and
- responding to warranty claims.

There are physically interfacing works and screened, degritted wastewater is required to be delivered in order for the performance period to operate as intended. Responsibility for these interfaces is retained by the CRD: it was the Project Team's responsibility to manage the interfaces during construction and commissioning, and upon the acceptance date (January 2021), the CRD's Integrated Water Services department assumed responsibility for the operation of the McLoughlin Point Wastewater Treatment Plant and the management of the interfaces.

As noted earlier in this report, the Project met it's regulatory requirements key performance indicator (to deliver the Project such that the Core Area complies with provincial and federal wastewater regulations). Specifically, the McLoughlin Point Wastewater Treatment Plant operated in compliance with the provincial and federal wastewater regulations over the three month period from the start of November 2020 to the end of January, 2021, and since April 18, 2021. In the interim period (between the start of February and mid-April, 2021), a number of operating challenges arose, resulting in the discharged effluent exceeding the permitted quality limits. The Plant has continuously treated wastewater since being commissioned, but over the interim period, the discharged effluent was closer in quality to that which would be produced from a secondary treatment plant than a tertiary.

Operating and equipment challenges of the nature experienced at the McLoughlin Point Wastewater Treatment Plant are not uncommon in the period of time immediately after handover of an operating facility from a contractor to an operator, as a period of fine-tuning and optimising operations is to be expected. The Plant is now in compliance with the regulations, and treating wastewater to a tertiary level.

7.3.1.1 Operational Readiness Review

The Project funded the engagement of independent experts to conduct an Operational Readiness Review. This review commenced prior to the transition of Project components from the commissioning phase to the operating phase, with the objective of seeking an independent review of the transition planning conducted and ensure:

- equipment, facilities, and systems were in a state of readiness to safely and securely conduct operations in accordance with the operating plans and performance objectives;
- management control programs were in place to ensure safe and secure operations could be sustained; and
- user/operating organization personnel were trained and qualified.

7.3.2 Contract Administration of Residuals Treatment Facility Project Agreement

The Residuals Treatment Facility was procured through a design-build-finance-operate-maintain contract under which Hartland Resource Management Group have the responsibility to design, build, partially-finance, operate and maintain the facility to meet the performance specification and contract requirements over the term of the contract.

The Residuals Treatment Facility has been constructed and is close to completing commissioning, and the Hartland Resource Management Group will be responsible for operating and maintaining the facility over the next 20 years. The Project's committed budget includes the net present value of the capital cost of the Residuals Treatment Facility: the CRD's operating budget will need to fund the amount by which the operating period payments for the Residuals Treatment Facility exceed the net present value of the capital cost.

There are physically-interfacing works and residual solids required to be delivered and biosolids required to be transported in order for the contract to operate as intended. The CRD's Parks and Environmental Services Department are responsible for managing these interfaces and administering the contract over the 20 year operating and maintenance period.

7.3.3 Permits

The CRD's Parks and Environmental Services Department and/or Integrated Water Services department (as applicable) are responsible for environmental monitoring and/or mitigation activities related to the operation and maintenance of Project components, and maintaining and complying with the terms of operating permits and the limited number of construction-related permits that have obligations that extend beyond the commissioning period.

7.3.4 Responsibility for Operations and Maintenance of Project Amenities

In furtherance of the Project's goal to deliver a solution that adds value to the surrounding community and enhances the liveability of neighbourhoods, the Project either funded or funded and delivered a number of amenities and/or infrastructure improvements (as outlined in Section 5.1.4). These amenities and infrastructure improvements have been transferred to the benefitting municipality to operate and maintain.

7.4 Knowledge Transfer

Project knowledge transfer has been achieved through:

- The support and integration of the CRD throughout the planning, design, procurement and construction of the Project – including through the secondment of CRD resources, and CRD resource review of Project submittals;
- The continuity of personnel through the transfer of resources from the Project Team to CRD positions; and
- The retention of Project records.

Appendix A – Guiding and Key Supporting Documents

CRD Core Area Wastewater Treatment Project Board Bylaw No. 1, 2016

The CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016 established the Project Board for the purposes of administering the Project. Attached to the bylaw are the Project Board's Terms of Reference, which set out the role, responsibilities and function of the Project Board. The Terms of Reference also provide a framework that includes the Project vision and goals, guiding principles and values, Project Board meeting protocols, confidentiality considerations and identifies those matters that must be referred to the CRD Board for approval. The bylaw was adopted by the CRD Board on May 25, 2016.

Business Case

The Business Case defined the scope of the Project and established the control budget of $765 million (the "Control Budget"). The CRD Board approved the Business Case on September 14, 2016.

Core Area Liquid Waste Management Plan

The Core Area Liquid Waste Management Plan ("CALWMP") outlines CRD's wastewater management strategies, including wastewater treatment under the Environmental Management Act.

Amendment 11 of the Core Area Liquid Waste Management Plan defines how the CRD will treat wastewater in the Core Area. The CRD has received approval from the Ministry of Environment for Amendment 11 on the condition that a definitive plan for the beneficial use of biosolids be submitted to the Minister by June 30, 2019

The CALWMP also includes seven liquid waste management initiatives designed to protect the core area's water quality: monitoring and sampling; harbour stewardship; watershed protection; trucked liquid waste management; inflow and infiltration; onsite septic maintenance; and source control.

Project Charter

The Project Charter was developed to define the parameters and establish the mandate for the Project Team to execute and deliver the Project. The Project Charter included the Project goals from the Project Board's Terms of Reference and established key performance indicators for the Project. The Project Charter also includes a description of roles and responsibilities, and presents a high-level description of the Project budget, schedule, scope, risks, and stakeholders. The Project Charter was first approved by the Project Board on April 4, 2017, and was subsequently updated twice to account for progress made on delivering the Project, with each update approved by the Project Board (on April 27, 2018 and September 30, 2019).

Project Management Plan

The Project Management Plan specified the project management objectives and approaches intended to be used to achieve the key performance indicators (as established in the Project Charter); and stated the key organizational roles and responsibilities anticipated to be required

to provide effective management, administration and control of the Project. The Project Management Plan was approved by the Project Board on September 26, 2018.

Risk Management Plan

The Project's Risk Management Plan included the risk management process, roles and responsibilities, management escalation hierarchy and requirements for risk meetings and reporting cycles, in order to direct and empower the Project Team to: develop and maintain a 'risk aware' culture; provide a comprehensive risk identification and control process; and to proactively forecast and report on risks. The Project Risk Management Plan was approved by the Project Board on March 29, 2018.

Communications and Engagement Plan

The Project's Communications and Engagement Plan defined the Project's communications and engagement goals, described the communications and engagement activities during the construction period; and described the roles and responsibilities of the Wastewater Treatment Project's Communications and Engagement Team, which included CRD staff, consultants and representatives from the contractors for each component of the Project. The Project's Communications and Engagement Plan was first approved by the Project Board on April 4, 2017, and was subsequently updated twice to account for progress made on delivering the Project, with each update approved by the Project Board (on July 26, 2018 and July 25, 2019).

Appendix B – Project Cost Report at April 30, 2021

Appendix B: Project Cost Report at April 30, 2021

Description	BUDGET		COST EXPENDED		FORECAST	
	Control Budget	Allocated Budget	Expended to April 30, 2021	Expended to April 30, 2021 as a % of Allocated Budget	Forecast to Complete	Forecast at Completion
McLoughlin Point Wastewater Treatment Plant	**331.4**	**336.3**	**329.5**	**98%**	**6.8**	**336.3**
Construction	306.7	334.4	329.3	98%	5.1	334.4
Contingency	14.9	1.0	-	0%	1.0	1.0
Financing	9.8	0.9	0.2	26%	0.7	0.9
Residuals Treatment Facility	**159.4**	**140.2**	**12.7**	**9%**	**127.5**	**140.2**
Construction	145.4	139.8	12.7	9%	127.1	139.8
Contingency	12.3	-	-	0%	-	-
Financing	1.7	0.4	-	0%	0.4	0.4
Conveyance System	**158.0**	**206.5**	**198.9**	**96%**	**7.6**	**206.5**
Macaulay Point Pump Station	25.4	32.4	32.1	99%	0.3	32.4
Macaulay Forcemain	5.6	7.4	7.4	100%	-	7.4
Craigflower Pump Station	12.5	12.4	12.4	100%	-	12.4
Clover Point Pump Station	23.7	28.7	27.4	96%	1.3	28.7
Currie Pump Station^	2.8	0.1	0.1	100%	-	0.1
Arbutus Attenuation Tank	14.2	24.6	22.9	93%	1.7	24.6
Clover Forcemain	14.6	31.8	31.7	99%	0.2	31.8
Currie Forcemain^	3.3	0.2	0.2	100%	-	0.2
Trent Forcemain	9.5	11.0	9.5	86%	1.6	11.0
Residual Solids Conveyance Line	19.1	37.0	37.0	100%	0.0	37.0
Residual Solids Pump Stations & Bridge Crossings	4.6	18.1	17.8	98%	0.4	18.1
Residual Solids Conveyance Line – Highway Crossing	-	0.3	0.3	100%	-	0.3
Contingency	16.8	1.7	-	0%	1.7	1.7
Financing	5.8	0.6	0.1	24%	0.4	0.6
Project Management Office ("PMO")	**75.8**	**72.5**	**68.8**	**95%**	**3.6**	**72.5**
Project costs Aug 2016-Dec 2016	2.2	2.2	2.2	100%	-	2.2
Owner's Engineering	17.2	18.4	17.7	96%	0.7	18.4
Conveyance Design	5.0	11.0	9.9	90%	1.1	11.0
Advisors & Professional Support	7.0	11.6	11.4	98%	0.3	11.6
Project Board	2.0	1.1	1.1	96%	0.0	1.1
Project Board Expenses	0.3	0.1	0.1	100%	-	0.1
Project Team	29.1	21.9	20.4	93%	1.6	21.9
Project Leadership Team Expenses	0.7	0.3	0.3	100%	-	0.3
Project Support Team Expenses	0.5	0.1	0.1	100%	0.0	0.1
CRD Financial Services	1.5	1.4	1.4	100%	-	1.4
CRD Human Resources	0.3	0.3	0.3	100%	-	0.3
CRD Corporate Communications	0.2	0.2	0.2	100%	-	0.2
CRD Real Estate	0.3	0.3	0.3	100%	-	0.3
CRD Information Technology	0.4	0.3	0.3	100%	-	0.3
CRD Insurance	0.1	0.0	0.0	100%	-	0.0
CRD Operations	0.6	0.6	0.6	100%	-	0.6
CRD Legislative Services	0.1	0.1	0.1	100%	-	0.1
CRD Corporate Safety	0.2	0.2	0.2	100%	-	0.2
CRD Executive Services	-	0.1	0.1	100%	-	0.1
Office Lease	1.9	1.1	1.1	96%	0.0	1.1
Office Supplies	0.1	0.2	0.2	96%	-	0.2
Vehicles	0.2	0.2	0.2	100%	-	0.2
Connections Call Center	-	0.0	0.0	100%	-	0.0
Communication support materials	0.5	0.2	0.2	100%	-	0.2
Computer Hardware, Software & Training	1.0	0.7	0.7	99%	-	0.7
Contingency	4.8	-	-	0%	-	-
BC Hydro	**12.9**	**2.7**	**2.7**	**100%**	**-**	**2.7**
Third Party Commitments	**8.1**	**8.5**	**4.6**	**54%**	**3.9**	**8.5**
Subtotal^^	**745.7**	**766.6**	**617.2**	**81%**	**149.4**	**766.6**
Program Reserves^^^	**19.2**	**8.3**	**-**	**0%**	**8.3**	**8.3**
Core Area Wastewater Treatment Project	**765.0**	**775.0**	**617.2**	**80%**	**157.8**	**775.0**

* Values presented in $millions, results in minor rounding differences

** Costs expended to April 30, 2021 includes invoices received and processed before the cut-off for the April 2021 cost period

^ In 2019, the Wastewater Treatment Project's scope was refined to remove three components of the conveyance system (expanding the capacity of the Currie Pump Station, twinning the Currie Forcemain and twinning the East Coast Interceptor), as it was determined that they would provide no benefit to the CRD's residents and businesses: see section 4.3.7.1 for further information. The expended costs on these removed components comprise costs incurred before 2016 on planning and design.

^^ While the total Project cost will not be known until total completion of all contracts, which is anticipated to occur in Q4 2021, it is forecast that the total Project cost will be approximately $766.7 M, which is within the approved budget of $775M.

^^^ A program reserve of $19.2 million was included in the Control Budget to manage risks impacting the entirety of the Project, or the interface between any of the Project components. At April 30, 2021, $8.3 million remains in program reserve; this is in addition to $2.74M of contingency that is included within the total forecast cost of $766.7M, to manage the risks associated with completing the Project-related commitments and activities that extend beyond May 2021.

Appendix C – Funding, First Nation and Land Access Agreements

Funding Agreements:

- Infrastructure Canada:
  - Building Canada Fund;
  - Green Infrastructure Fund; and
  - PPP Canada Fund;
- Province of BC; and
- Federation of Canadian Municipalities (FCM): three funding agreements (for three grants and one loan).

First Nation Agreements:

- Songhees First Nation Support Agreement;
- Esquimalt First Nation Support Agreement; and
- WSANEC Leadership Council Memorandum of Understanding.

Land Access Agreements:

- Transport Canada Licences:
  - McLoughlin Point Harbour Crossing;
  - McLoughlin Point Outfall;
- Township of Esquimalt Amenity Agreements:
  - Host Community Impact 5-Year Agreement;
  - Community Impact Mitigation and Operating Agreement; and
  - Amenity Reserve Fund Administration Agreement.
- City of Victoria Licences of Occupation:
  - Dallas Road; and
  - Clover Point Pump Station.
- Greater Victoria Harbour Authority (GVHA) Agreements:
  - Compensation Agreement; and
  - Right to Enter Agreement.
- DND Licence Agreements:
  - Access to Federal Real Property; and
  - Relocation Expenses
- Minister of Transportation and Infrastructure RSCL Highway Crossing Agreement;
- District of Saanich RSCL Infrastructure Access Agreement; and
- Rock Bay Lease Agreement.

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EFE 22-33

REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Core Area Inflow & Infiltration Program – 2022 Summary**

ISSUE

To present a summary of activities and accomplishments of the Core Area Inflow & Infiltration (I&I) Program for the period of 2021 to mid-2022, including infrastructure work carried out by the participating municipalities, and efforts related to private property I&I.

BACKGROUND

The Core Area Liquid Waste Management Plan (CALWMP) sets out goals and commitments for the municipalities, First Nations and Capital Regional District (CRD) to manage I&I through the Core Area I&I Management Plan. Each year, the Core Area I&I Program documents progress toward meeting these commitments in an annual report that is distributed to each of the core area municipalities and First Nations. This staff report summarizes the highlights of that report. The full report, *Core Area I&I Program 2022 Report*, is attached as Appendix A.

Overviews of municipal I&I actions, along with specific actions from this reporting period, are as follows:

- Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2021 and 2022, Colwood updated its Sewer Master Plan and its sanitary sewer model. As part of the work, sewer flow data loggers were installed at three municipal pump stations and at the Department of National Defence's Belmont pump station. These meters were later purchased by the CRD for long-term data collection at these pump stations.

- Esquimalt completed a municipal I&I Management Plan, which includes a detailed 10-year plan for addressing I&I and reducing flows below 4xADWF (average dry weather flow) by 2030. Next steps include assessing funding mechanisms to pay for the work and updating bylaws to enable progress regarding private property I&I. In 2021-2022, Esquimalt carried out spot repairs to prevent structural failures of sewer and stormwater pipes at various locations on Esquimalt Road and Lampson Street. It also installed or repaired 44 sanitary laterals, 32 stormwater laterals and five catch basins. Working with the CRD, Esquimalt identified and removed a sewer cross-connection to the Gorge Waterway.

- Langford has a rapidly expanding new sewer system. Langford diligently inspects new connections and is incentivized to monitor and repair the sewer system to preserve sewer capacity for future growth. Since mid-2021, Langford repaired 33 inspection chambers, plugged or sealed approximately 30 leaky sewer manholes, video inspected 6 inspection chambers and repaired or replaced three sewer manhole frames and covers. In late 2022, Langford plans to camera inspect the sewer mains around Florence Lake and Setchfield and to investigate the Happy Valley catchment for I&I during the fall rains.

- In 2021 to mid-2022, Oak Bay completed a Sanitary Sewer master plan and is currently undertaking a Storm Drain master plan. Reports were completed (or in progress) for addressing sewer upgrades around Beach Drive, Dalhousie, Orchard and Sandowne. Oak Bay added, repaired or replaced approximately 600 meters of sanitary sewer pipe, 12 sewer manholes and 50 laterals to the property line, complete with inspection chamber. Oak Bay dye tested 128 laterals and found 20 cross connections, 12 of which were fixed. It also disconnected several overflows from manholes, removed several abandoned sewer lateral connections and rehabilitated various parts of its storm drain system. The District has been unsuccessful in securing grant money for the sewer separation project in the Humber catchment area, which the Province has specified must be completed by the end of 2025.

- Saanich continues its sewer maintenance and repair program, including camera inspections, sewer relining, smoke testing and flow monitoring. In 2021-2022, Saanich repaired or replaced 1,951 meters of sanitary sewer, 251 sewer connections (with inspection chambers) and seven manholes. It also camera inspected 33,500 meters of sewer main and performed three spot repairs. In the Wetherby Sanitary Lift Station catchment, Saanich smoke tested 2,671 meters of sewer, which led to 22 I&I related repairs. Other key initiatives included the development and calibration of an updated sanitary sewer model and the development of a program for inspecting and replacing “no-corrode” (tarpaper) sewer laterals.

- Victoria continues to manage its sewer repair and replacement work according to its sewer master plan. In 2021-2022, Victoria relined or replaced 2,740 meters of sewer pipe, eight manholes and 189 sewer laterals. It camera inspected 40 kilometers of sanitary sewer mains and 1,044 sewer laterals. It carried out 650 detailed manhole inspections, added 25 inspection chambers and fixed three cross-connections. Victoria completed a report entitled “Comprehensive Inflow and Infiltration Reduction Plan: Public- and Private-Side Actions”, which was presented to its city council in November 2021.

- View Royal continued its programs related to sewer maintenance and repairs, camera inspections, sewer flushing and flow monitoring. In 2021-2022, View Royal camera-inspected and flushed 2,976 meters of sewer pipe, inspected 292 sewer manholes and identified and repaired one residential cross-connection. View Royal is in the process of upgrading the Helmcken Bay pump station, which will include the addition of a flow meter.

- Esquimalt Nation continues to perform routine maintenance on its sewer and stormwater systems and is awaiting funding for more significant work that was recommended in a 2018 consultant’s report.

- Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation. The work is ready for tender and awaiting funding from Indigenous Services Canada.

Through the Core Area I&I Program, the CRD continues to work with its municipal and First Nations partners on I&I-related management and reduction efforts. This includes regional flow monitoring, standardizing I&I approaches, preparing management plans and annual reports, education programs and private property I&I initiatives. This also involves coordination with municipalities and national organizations that are dealing with similar issues. Key actions completed in 2021-2022 include:

- working on the 5-year update to the I&I Management Plan for submission in early 2023
- updating I&I rates for the core area. Appendix B contains a map summarizing these rates
- comparing measured flows to the sewer flow allocations in Bylaw No. 4304 (Appendix C)
- update of a report documenting the status of existing municipal private property I&I programs from around North America; this report is included as an appendix in the Core Area I&I Program 2022 Report.

The work accomplished by all participants will continue to support the regional effort to control and reduce municipal I&I flow rates; however, continued and focused work is still needed to meet the CALWMP commitment of reducing wet weather flows below four times average dry weather flow at the Clover Point and McLoughlin Point wastewater treatment plants by 2030. Municipalities that contribute to Clover Point with older sewers, and inherently higher I&I, will need to allocate additional resources and accelerate efforts to meet their respective I&I reduction targets.

IMPLICATIONS

Environmental & Climate Implications

The work documented in the report supports CALWMP commitments related to reducing overflows, which will have a positive impact on local creeks, beaches and ecosystems.

Intergovernmental Implications

As a condition of the Ministry of Environment & Climate Change Strategy's (ENV) conditional approval of Amendment 12 to the CALWMP, the CRD was required to submit an amendment to the commitments pertaining to management of I&I and sanitary sewer overflows for ENV approval by December 31, 2021. Staff have advised ENV that updating the CALWMP I&I and sanitary overflow commitments will be delayed, pending:

1. Operation of all new core area wastewater treatment and conveyance infrastructure during two wet-weather seasons to confirm modelled predictions for sanitary flows, I&I and overflows.
2. Submission of updated detailed municipal I&I management plans, currently anticipated for Q1 2023.

In addition to the above, the CRD is currently preparing to update the CALWMP, which will also require an amendment process approved by ENV. The CRD's current planning process anticipates the update to be prepared for submission in 2023, and staff expect to include the above amendment at that time.

Social Implications

Reduced I&I and overflows will reduce the number of beach closures and impacts on the natural environment. Public education and outreach programs for residents and businesses raise awareness of the issues and provide greater understanding of how everyone can contribute to I&I reduction.

Financial Implications

The CRD engages with core area municipalities and First Nations to identify and reduce the amount of rain and groundwater that enters the sanitary sewer system. The core budget for this program is $425,000.

Municipal infrastructure repair initiatives are funded by the respective municipality. Monitoring, reporting, strategy and leadership are facilitated by the CRD I&I program.

CONCLUSION

This staff report summarizes the Inflow & Infiltration (I&I) related activities and accomplishments of the Core Area I&I Program, participating municipalities and First Nations for 2021 to mid-2022. While much work has been done to date, modelling indicates that sub five-year overflows will continue at the Clover Point long outfall. The municipalities that contribute to these overflows will need to enhance their efforts on I&I reduction to meet the commitment in the CALWMP to prevent overflows for less than five-year rainfall events by 2030. The annual report will be forwarded to the core area municipal engineers for use in their I&I reduction programs.

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: Core Area Inflow & Infiltration Program – 2022 Report (October 2022)
Appendix B: Map Summarizing Inflow & Infiltration in the Capital Regional District's Core Area
Appendix C: Table Comparing Measured Flows to Allocated Flows in Bylaw No. 4304

APPENDIX A

Core Area Inflow & Infiltration Program - 2022 Report

Capital Regional District | October 2022

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Appendix B: Executive Summary: Core Area I&I Management Plan (2017)
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Appendix D: I&I Education Work Prior to 2021
Appendix E: Report Documenting Private Property I&I Programs from Across North America

CORE AREA INFLOW & INFILTRATION PROGRAM

2022 REPORT

EXECUTIVE SUMMARY

The Core Area Liquid Waste Management Plan (CALWMP) sets out goals and commitments for the municipalities, First Nations and Capital Regional District (CRD) to manage I&I through the Core Area I&I Management Plan. The Core Area I&I 2022 Report documents progress toward meeting these commitments for the period of 2021 to mid-2022.

In general, municipalities with aging sewer infrastructure are addressing areas with elevated I&I through sewer catchment analysis, investigations, rehabilitation and targeted sewer renewal. The municipalities with newer sewer infrastructure are focusing on I&I prevention. Overviews of municipal I&I actions, along with specific actions from this reporting period, are as follows:

- Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2021 and 2022, Colwood updated its Sewer Master Plan and its sanitary sewer model. As part of the work, sewer flow data loggers were installed at three municipal pump stations and at the Department of National Defence's Belmont pump station. These meters were later purchased by the CRD for long-term data collection at these pump stations.

- Esquimalt completed a municipal I&I Management Plan that includes a detailed 10-year plan for addressing I&I and reducing flows below 4xADWF (average dry weather flow) by 2030. Next steps include assessing funding mechanisms to pay for the work and updating bylaws to enable progress regarding private property I&I. In 2021-2022, Esquimalt carried out spot repairs to prevent structural failures of sewer and stormwater pipes at various locations on Esquimalt Road and Lampson Street. It also installed or repaired 44 sanitary laterals, 32 stormwater laterals and 5 catch basins. Working with the CRD, Esquimalt identified and removed a sewer cross-connection to the Gorge Waterway.

- Langford has a rapidly expanding new sewer system. Langford diligently inspects new connections and is incentivized to monitor and repair the sewer system to preserve sewer capacity for future growth. Since mid-2021, Langford repaired 33 inspection chambers, plugged or sealed approximately 30 leaky sewer manholes, video inspected 6 inspection chambers and repaired or replaced 3 sewer manhole frames and covers. In late 2022, Langford plans to camera inspect the sewer mains around Florence Lake and Setchfield and to investigate the Happy Valley catchment for I&I during the fall rains.

- In 2021 to mid-2022, Oak Bay completed a Sanitary Sewer master plan and is currently undertaking a Storm Drain master plan. Reports were completed (or in progress) for addressing sewer upgrades around Beach Drive, Dalhousie, Orchard and Sandowne. Oak Bay added, repaired or replaced approximately 600 meters of sanitary sewer pipe, 12 sewer manholes and 50 laterals to the property line with inspection chamber. Oak Bay dye tested 128 laterals and found 20 cross connections, 12 of which were fixed. It also disconnected several overflows from manholes, removed several abandoned sewer lateral connections and rehabilitated various parts of its storm drain system.

- Saanich continues its sewer maintenance and repair program, including camera inspections, sewer relining, smoke testing and flow monitoring. In 2021-2022, Saanich repaired or replaced 1,951 meters of sanitary sewer, 251 sewer connections (with inspection chambers) and 7 manholes. It also camera inspected 33,500 meters of sewer main and performed 3 spot repairs. In the Wetherby Sanitary Lift Station catchment, Saanich smoke tested 2,671 meters of sewer, which led to 22 I&I-related repairs. Other key initiatives included the development and calibration of an updated sanitary sewer model and the development of a program for inspecting and replacing "no-corrode" (tarpaper) sewer laterals.

- Victoria continues to manage its sewer repair and replacement work according to its sewer master plan. In 2021-2022, Victoria relined or replaced 2,740 meters of sewer pipe, 8 manholes and 189 sewer laterals. It camera inspected 40 kilometers of sanitary sewer mains and 1,044 sewer laterals. It carried out 650 detailed manhole inspections, added 25 inspection chambers and fixed three cross-connections. Victoria completed a report entitled “Comprehensive Inflow and Infiltration Reduction Plan: Public- and Private-Side Actions”, which was presented to city council in November 2021.

- View Royal continued its programs related to sewer maintenance and repairs, camera inspections, sewer flushing and flow monitoring. In 2021-2022, View Royal camera-inspected and flushed 2,976 metres of sewer pipe, inspected 292 sewer manholes and identified and repaired one residential cross-connection. View Royal is in the process of upgrading the Helmcken Bay pump station, which will include the addition of a flow meter.

- Esquimalt Nation hired a consultant to inspect their sewer system and prepare a report containing recommendations for maintenance, repairs, and I&I reduction in 2018. In 2019 and 2020, the First Nation removed/capped four unused sewer laterals, completed a point repair, grouted a manhole and renewed its pump station. Further work will require funding from Indigenous Services Canada.

- Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation. The work is ready for tender and awaiting funding from Indigenous Services Canada.

Through the Core Area I&I Program, the CRD continues to work with its municipal and First Nations partners on I&I-related management and reduction efforts. This includes regional flow monitoring, standardizing I&I approaches, preparing management plans and annual reports, education programs and private property I&I initiatives. This also involves coordination with municipalities and national organizations that are dealing with similar issues. Key actions completed in 2021-2022 include:

- working on the 5-year update to the I&I Management Plan for submission in early 2023
- updating I&I rates for the core area. The results are summarized in Section 5; the analyses will be documented in updated I&I Management Plan
- comparing measured flows to the sewer flow allocations in Bylaw No. 4304 (Section 6)
- update of a report documenting the status of existing municipal private property I&I programs from around North America

The work accomplished by all participants will continue to support the regional effort to control and reduce municipal I&I flow rates; however, continued and focused work is still needed to meet the CALWMP commitment of reducing wet weather flows below four times average dry weather flow at the Clover Point and McLoughlin Point wastewater treatment plants by 2030. Municipalities that contribute to Clover Point with older sewers, and inherently higher I&I, will need to allocate additional resources and accelerate efforts to meet their respective I&I reduction targets.

1. BACKGROUND

1.1 Overview

The CRD completed a CALWMP in July 2000 to serve the municipalities of Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal, Esquimalt Nation and Songhees Nation. The plan provides a strategy for managing liquid waste and was approved by the Ministry of Environment. Section 5 of the CALWMP addresses the *Management of Infiltration and Inflow and Control of Wastewater Overflows* (see Appendix A).

Each year, the CRD's Core Area Liquid Waste Management Committee, comprised of core area representatives, submits a CALWMP status report to the Province. In order to prepare this report, the Committee requires annual reports from the CRD departments involved in the implementation of the CALWMP. This report provides the update for the Core Area I&I Program and includes data from 2021 to mid-2022. The report is divided as follows:

- Section 1 - Background
- Section 2 – I&I Program Initiatives
- Section 3 - Municipal and First Nations I&I Initiatives
- Section 4 – Overflows
- Section 5 – I&I Rates for the Core Area
- Section 6 – Sewer Allocations
- Section 7 – Summary

1.2 Study Area

The CRD's core area is a partnership of seven local governments and two First Nation areas. These include Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal, the Esquimalt Nation and the Songhees Nation. The core area has a total land area of about 215 km^2 and a population of approximately 320,000 people.

In the core area, municipal sewer flows are discharged into CRD trunk sewers. Prior to December 2020, these trunk sewers conveyed sewage to either the Clover or Macaulay point pump stations, where the flows were screened and pumped out through deep sea outfalls. As of December 2020, the flows are conveyed to a treatment plant located at McLaughlin Point.

A map of the core area sewers is located in Figure 1.1. The Clover Long outfall is shown on the map because sewer modelling predicts that it will be the only location that overflows for sub 5-year rainfall events. A summary of sewer infrastructure in the core area is located in Table 1.1.

Figure 1.1: Map of the Capital Regional District Core Area

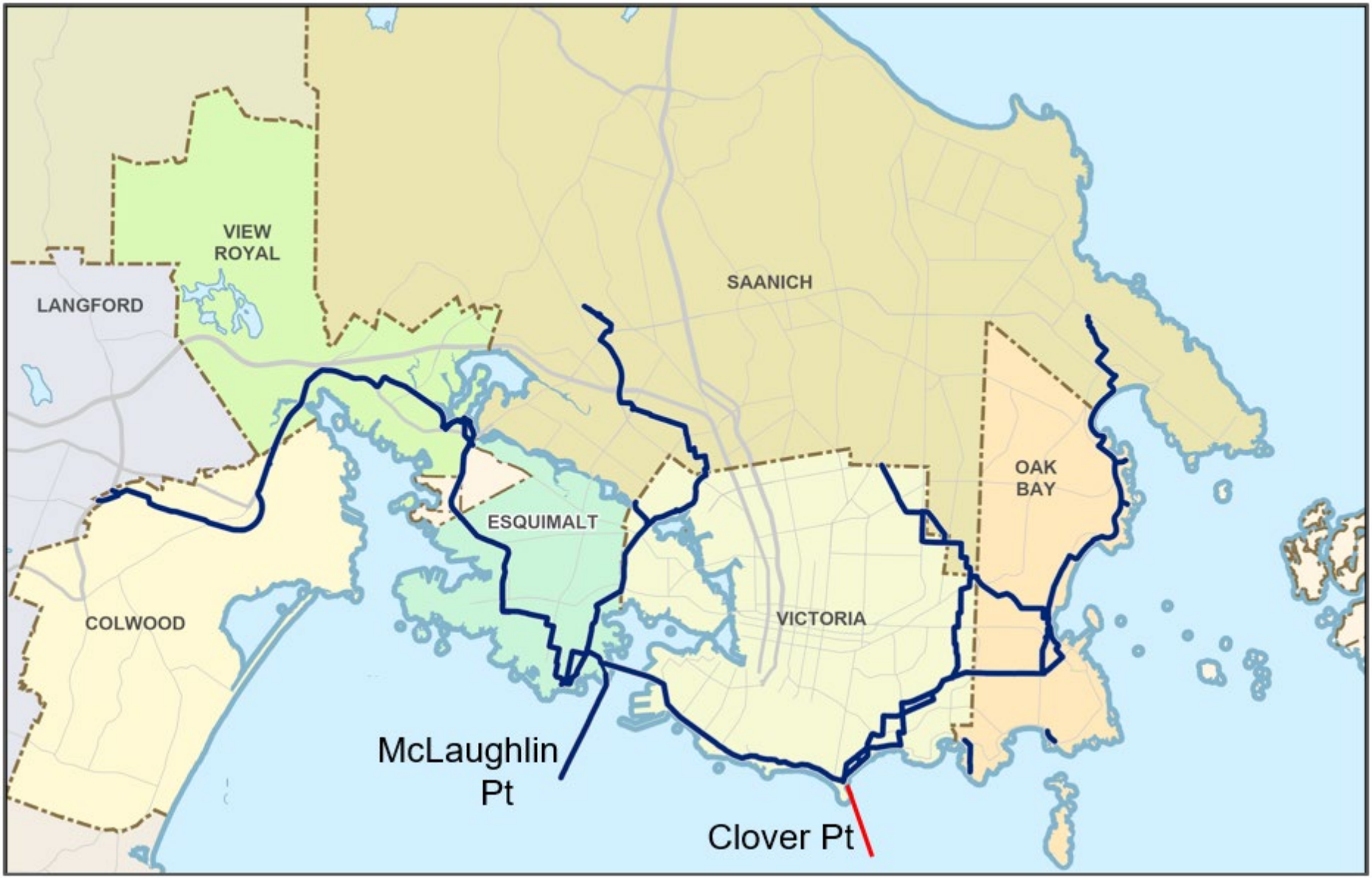


Table 1.1: Sewer Infrastructure in the CRD Core Area

** Excludes Hartland Landfill site, but includes Hartland Leachate Line*

Jurisdiction		Gravity Sewers (km)	Force Mains (km)	Man holes	Pump Stations	Laterals **	Average Pipe Age *** (years)	% Developed Properties Connected to Sewer
Colwood	Municipal	37.1	7.3	568	10	2159	19	45%
	Private	5.2	3.7	120	12		20	
	Gov't of Canada	6.7	2.7	125	6		31	
Esquimalt	Municipal	56.8	4.0	874	12	3404	55	100%
	Private	0.2	0.0	3	0		86	
	Gov't of Canada	15.6	4.5	368	23		50	
Langford	Municipal	117.5	22.1	1769	14	8522	16	83%
	Private	11.4	2.1	167	10		15	
Oak Bay	Municipal	100.2	2.0	1312	7	3813	75	100%
	Private	2.4	1.4	32	3		27	
Saanich	Municipal	550.3	19.3	6474	36	29,475	40	94%
	Private	7.1	0.0	121	0		32	
Victoria	Municipal	233.3	3.2	2855	12	13676	94	100%
	Private	0.0	0.0	3	2		N/A	
View Royal	Municipal	44.7	5.8	864	17	2119	34	96%
	Private	2.4	0.6	33	5		17	
First Nations	Esquimalt	1.4	0.3	22	1	N/A	27	100%
	Songhees	N/A	0.3	N/A	1	N/A	N/A	99%
CRD Owned *		51.9	48.2	293	16	3	22	N/A
Total		1,247	128	15,979	200	62,646		

*** Some estimated*

**** Includes both gravity and force mains*

1.3 Core Area I&I Program

The I&I program is guided by the Core Area I&I Subcommittee, which was established in the mid-1990s to work regionally to identify various methods of reducing and controlling I&I. The subcommittee comprises representatives from the CRD, Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal, and typically meets several times per year.

I&I program staff provide educational services to the public and technical support to municipalities to help promote reduction of the amount of rainwater and groundwater entering the sanitary sewer system to achieve the CALWMP commitment of reducing wet weather flows below four times average dry weather flow at Clover Point and the McLoughlin Point wastewater treatment plant by 2030.

The goals of the program are to:

- assist members with regulatory compliance
- coordinate and analyze regional flow monitoring and analysis
- promote the inspection and repair of private property laterals through education

- assist with prioritization of I&I reduction work required to reduce sewage overflows
- support sewer asset management programs
- support efforts to maintain sewer capacity needed for future growth, densification and climate change

I&I program staff carry out a variety of I&I specific tasks, including:

- preparing annual I&I reports, I&I Management Plans and Overflow Management Plan updates
- developing and analyzing flow meter data for I&I analyses
- assisting municipalities with tasks related to I&I reduction
- developing and executing private property I&I initiatives
- efforts to improve the ongoing quality of flow data and rainfall data
- national leadership in I&I initiatives, such as private property initiatives and benchmarking
- working in collaboration with Metro Vancouver and other neighboring jurisdictions
- working with Integrated Water Services (IWS) to generate monthly wastewater flow/I&I reports for each core area municipality and First Nation (aimed at municipal engineering staff and First Nations administration).
- working with IWS, vetting core area SCADA sewer flow data for use in annual cost sharing, monthly reports, etc.

1.4 Past Reports

Since 2001, a regional effort of flow monitoring and analysis has been undertaken, resulting in many regional initiatives. The results of this work are documented in reports summarized in Table 1.2. Of key interest are the I&I Management Plan – see executive summary in Appendix B.

Table 1.2: Key Program Reports by Year

Year	Reports Completed
2005	• I&I Analyses Results Report: October 2001 to March 2004 • Biennial Report for the Ministry
2006	• I&I Analyses Results Report: October 2004 to April 2005
2007	• I&I Analyses Results Report: October 2005 to April 2006 • Biennial Report for the Ministry
2008	• Overflow Management Plan • I&I Analyses Results Report: October 2008 to March 2010
2009	• Biennial Report for the Ministry
2010	• I&I Analyses Results Report: October 2010 to March 2012
2011	• n/a
2012	• I&I Management Plan
2013	• Annual Reports for 2012
2014	• Overflow Management Plan: 5 Year Update • Annual Reports for 2013
2015	• Annual Reports for 2014
2016	• n/a
2017	• Annual Reports for 2016 • I&I Management Plan: 5 Year Update (included annual report for 2015)
2018	• Annual Reports for 2017
2019	• 2019 Annual Report (includes info for 2018 to mid-2019)
2020	• 2020 Annual Report (includes info for 2019 to mid-2020)
2021	• 2021 Annual Report (includes info for 2020 to mid-2021)

2. I&I PROGRAM INITIATIVES

2.1 General Initiatives

I&I Management Plan 5-year Update

The core area I&I Management Plan is updated every 5 years. The last update was submitted to the Province in 2017. The 5-year update will be complete in late 2022. Key additions include:

- using the core area sewer model (built in 2018) to predict overflow locations and volumes for different return period storms and climate change scenarios
- comparing measured sewer flows to allocated sewer flows in the CRD sewer bylaw
- more specific municipal I&I reduction plans
- the updated I&I education approach
- full I&I analyses of ~80 flow metering sites

2.2 Private Property I&I and Education Initiatives

In North America, it is often estimated that half of all I&I comes from private properties. As such, it is important that municipalities adopt strategies for addressing it; however, addressing private property I&I has proven difficult for the following reasons:

1. It's uncommon.
   - the only municipalities with significant approaches for dealing with private property I&I are a small number of American municipalities that were required to address it to avoid substantial fines from regulators (i.e., the EPA)

2. It is expensive
   - finding problems is expensive (e.g., $250 for a camera inspection per property)
   - addressing the problems can cost thousands of dollars
   - who pays, etc.?

3. Liability
   - requiring or carrying out work on property brings potential liabilities to the municipality

4. It's complicated
   - private property I&I is only a significant problem if the overall catchment has an I&I problem
   - cross-connections (inflow) may be the main source of "fast" I&I in these catchments but finding cross-connections is complex
   - lateral replacement programs are theoretically easier to set up; however, the downside is that they generally apply to all properties, not just properties in catchments with high I&I; (note that for a private property lateral to be a source of infiltration, the groundwater table needs to be higher than the level of the lateral, which may not be the case)

The CRD's I&I program staff continue to work toward workable private property I&I options for the core area. The work completed prior to 2021 is chronicled by year in Appendix C. Key work completed in 2021 to mid-2022 includes:

Update of the Private Property I&I Options from North America

In 2011, the CRD commissioned a report summarizing the private property I&I programs used across North America. In 2014, the CRD updated this report to answer additional questions and to increase the focus on what's happening in Canada. In 2021-2022, the CRD hired a consultant to update this report. The consultant contacted the municipalities noted in the previous versions of the report to determine the current status of their I&I programs, lessons learned, etc. A copy of the updated report is located in Appendix E.

2.3 Education

CRD staff have taken steps to educate the public on the topic of I&I. One goal of the program is to encourage home owners to camera-inspect and maintain their underground sewer lateral, which will result in lower private property I&I. A second goal is to provide education showing where I&I comes from and the problems it creates, so that when funding is required and/or rehabilitation work is proposed in local neighborhoods, the public has a better understanding of why the work is required. The work completed prior to 2021 is chronicled by year in Appendix D.

Due to the pandemic, minimal education work was completed during the last two years. The education materials and approach are ready for implementation but are designed to be implemented in person with a focus on key stakeholder groups. For example, the education approach includes presentations at realtor offices as part of their monthly "lunch and learns". These were put on hold during the pandemic. Online presentations to this group were determined to be far less effective.

2.4 Future Initiatives

Table 2.1: Anticipated Next Steps for Supporting I&I Reduction

Action	Description / Timeline
Assessing the Accuracy of Municipal Pump Station Flow Data – Phase 2	• In 2021, a project was carried out to check the accuracy of municipal pump station flow data generated by the I&I program (Phase 1). For a small number of pump stations, it was found that the methods used to create the flow data were not suitable. The purpose of Phase 2 is to assess options for getting reliable flow data for these pump stations.
Rain Gauge Network Review / Calibration Checks	• Rainfall data is critical to I&I calculations. The purpose of the project will be to do calibration checks of each of the core area owned rain gauges and to confirm that data is being stored accurately in SCADA.
Pump Station Flow Data for Saanich	• Saanich currently cannot derive sewer flow data from its pump stations. The CRD and its consultants will work with Saanich to assess options and may provide resources for implementation.
Municipal Pump Station Real Time Flows / I&I Monitoring	• Sewer flow data for a number of municipal pump stations is currently generated every few years using SCADA data (i.e., wetwell levels and pump starts/stops.) The calculations are already setup online. The process can be updated to generate the flow data in real-time, with minimal additional setup cost. A benefit of doing this is that the flows can be monitored in real-time for I&I.
Interactive Display	• Finalize an interactive I&I display for outreach events aimed at the general public, etc.
Data collection, investigation and planning to address catchments that exceed their sewer allocations	• Focus on catchments that exceed their allocations in Oak Bay and Victoria. (Similar work was already funded by the CRD for Esquimalt (Section 2.6) • Includes finalizing the pilot project that involved sewer investigation work in three Oak Bay catchments with high I&I. The work included camera inspections, smoke testing and manhole inspections. The final step is to follow up on the smoke testing results to find the specific defects resulting in the "errant smoke".

3. MUNICIPAL & FIRST NATIONS INITIATIVES

Colwood

Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2021 and 2022, Colwood updated its Sewer Master Plan and its sanitary sewer model. As part of the work, sewer flow data loggers were installed at three of Colwood's municipal pump stations and the Department of National Defence's Belmont pump station. These meters were later purchased by the CRD and they continue to collect data for future use. Considerable cost saving were achieved because the meters were already installed and the online data service was already setup.

Esquimalt

Esquimalt I&I Reduction Plan Project

In 2021 to mid-2022, Esquimalt worked on the following I&I-related actions:

- completed the I&I Management Plan, which includes a 10-year plan to address I&I concerns and reduce flows below 4xADWF
- carried out spot repairs to main lines of both the storm and sanitary collection system due to structural failure at various locations on Esquimalt Road and Lampson Street; design of further repairs on Lampson Street, Munro Street and a new forcemain in Saxe Point is complete, with construction expected in fall 2022
- installed 22 new sanitary laterals, 19 new stormwater laterals and 5 catch basins
- repaired or replaced 22 sewer laterals and 13 stormwater laterals that were impacted by blockages or failures
- released a tender in late 2021 for cleaning, inspection and service ratings of the remaining portions of the storm and sanitary collection systems; completion of the work is expected by the end of 2022
- continued working with CRD Source Control to find possible cross connections into the Gorge Waterway; in 2021-2022, one direct cross connection was removed as a result of this work
- determine a funding mechanism/bylaw for addressing I&I from both public and private property sewers and laterals (late 2022/early 2023)
- adopt a bylaw (late 2022/early 2023) to provide a mechanism for the Township to deal with private property laterals; work will be focused on a review of the draft model bylaw from the CRD, cost for works and how the works will be carried out; it will also determine a mechanism that will allow work to occur on private property and how the costs associated with these activities will be allocated between the various stakeholders involved

Langford

Langford has a rapidly expanding new sewer system. It diligently inspects new connections and is incentivized to monitor and repair the sewer system to preserve sewer capacity for future growth. Since mid-2021, Langford carried out the following I&I related actions:

- repaired 33 inspection chambers, including repairs to lids, collars, boxes, etc.
- plugged or sealed approximately 30 sewer manholes along with frame reinstatement
- video inspected 6 inspection chambers
- repaired or replaced 3 sewer manhole frames and covers
- annual CCTV work is scheduled for fall 2022, with a focus on areas around Florence Lake, Setchfield; I&I specific inspections are planned for the Happy Valley catchment during the fall rains

Oak Bay

Oak Bay's capital projects included:

Windsor Sanitary - Phase 1
- replaced 186 meters of clay pipe (200 millimetre) with larger PVC pipe (300 millimetre)
- added 5 new sanitary manholes
- added 1 new lateral to the property line with an inspection chamber
- reconnected 11 sanitary sewer laterals with new wyes
- disconnected several overflows from manholes
- removed several abandoned connections to the sewer system

Windsor Sanitary - Phase 2
- replaced 314 meters of clay pipe (200 millimetre) with larger PVC pipe (300 millimetre)
- added 5 new sanitary manholes
- reconnected 27 sanitary sewers laterals with new wyes
- reconnected 2 storm sewer laterals sewers with new wyes
- disconnected several overflows from manholes
- removed several abandoned connections to the sewer system

Storm Drain Work
- in the Thompson storm drain, installed 2 new manholes, 112 meters of new storm mains, 4 catch basins, 4 sewer laterals to properly line with inspection chambers; also reconnected 1 storm drain lateral at the storm main
- in the Mayhew storm drain, installed 38 meters of storm main, 3 new storm drain manholes and 2 catch basins.

Consultant Reports and Projects (In Progress)
- Beach Drive Sanitary Sewer Feasibility Study and Options analysis
- Dalhousie Sanitary: survey, design, tender for approximately 578 meters of new sewer main, 220 meters of new storm main plus related lateral reconnections & new/replaced catch basins
- storm drain master plan

Consultant Reports and Projects (Complete)
- Sandowne Storm & Sanitary Network Analysis: Functional Level Upgrading Design for Sandowne Easement catchment
- Orchard/Newport Storm Water Model Development Report
- sanitary sewer master plan

Sewer Work Focused on Trenchless Technology (i.e. pipe bursting)
- in the Mountjoy area, 38 meters of storm main was pipe bursted and crews replaced 1 catch basin and 2 storm laterals
- in the Uplands sewer easement, 90 meters of combined sewer was pipe bursted, 4 sewer laterals were reconnected and 1 new sanitary sewer manhole was added.

Notable Maintenance carried out by Public Works
- completed 10 storm main spot repairs and 5 sewer main stop repairs
- repaired 2 storm sewer manholes and two sanitary sewer manholes
- repaired 1 stormwater lateral and 2 sewer laterals
- on the Island Road storm drain, replaced 55 meters of clay pipe (100 millimetre) with larger PVC Pipe (200 millimetre) and installed 1 new storm manhole
- flushed 9.8 kilometers of storm mains and 16.5 kilometers of sewer main

Oak Bay's engineering records show that:

- 35 new sewer laterals were installed and 12 were replaced
- 57 new storm laterals were installed and 6 were replaced
- note that the above numbers include services for 28 new buildings
- Oak Bay dye tested 128 laterals and found 20 cross connections, 12 of which have been fixed

Note that some of this work overlaps calendar years and thus may be documented in I&I Annual Reports for consecutive years.

Saanich

Saanich replaces and renews its sanitary sewer infrastructure through its capital and maintenance programs. The following capital and maintenance activities were completed in 2021-2022:

- camera inspected and assessed 33,512 meters of sanitary sewer main and 12,122 meters of checklist lines (lines requiring frequently scheduled maintenance)
- replaced 1,951 meters of sanitary sewer along with 142 new sewer service connections and inspection chambers
- repaired 23 sewer service connections and replaced an additional 7; as part of this work, 5 new inspection chambers were installed
- repaired 7 manholes
- completed spot repairs on 3 sewer mains
- lined 79 sewer service connections
- smoke tested 2,671 meters of sanitary sewer in the Wetherby Sanitary Lift Station catchment and repaired 22 of the 25 identified I&I issues
- camera inspected and smoke tested the Cordova Bay Lift Station; 3 I&I issues were identified and repairs are being planned
- removed and abandoned three aging lift stations; as part of this work, 17 sewer service connections were replaced with new low pressure systems (62 meters of sanitary sewer forcemain)
- inspected 67 potential no corrode sanitary service connections

The following planning initiatives were completed in 2021-2022:

- developed and calibrated an updated sanitary sewer model; the work included flow monitoring of key locations and contained recommendations for addressing system deficiencies and prioritize planning initiatives
- developed a "no-corrode sewer lateral inspection and replacement program"
- flow metered the Brett Lift Station, Wetherby Lift Station and Ash Lift Station catchments to identify peak wet weather flows and I&I values

Work in progress in mid-2022 included:

- camera inspecting the remaining 23,035 metres of Saanich's checklist lines (lines requiring frequently scheduled maintenance)
- camera inspection program planning for Saanich's critical sanitary sewers
- Planning the replacement of two sewer pump stations
- Inspecting the 56 remaining potential no corrode sanitary service connections and developing a "no- corrode" replacement strategy
- operational reviews of the Beach Park and Albina Lift Stations, including smoke testing of their catchments
- developing an internal flow monitoring program operating procedure
- sewer lining projects for two sanitary sewer lift station wet wells with high I&I

Victoria

City of Victoria continues to manage its sewer repair and replacement of its infrastructure as part of Sewer Master Plan, which was fully updated in 2018. Highlights of the I&I-related work carried out in 2021 are summarized as follows:

- a comprehensive I&I reduction on private properties report was prepared by Urban System Ltd and presented to Council in November 2021
- 2 FloDar flow meters with special sensors were installed that allow peak flows to be monitored during surcharge conditions
- City of Victoria staff camera inspected 18.5 kilometers of sanitary sewer mains; contractors inspected an additional 12.4 kilometers of sewer mains and 887 sanitary sewer laterals
- 63.9 kilometers of sanitary sewer mains were cleaned by City staff
- 1,553 meters of sanitary sewer mains were lined using cured in place technology; the work included the replacement of 2 sanitary sewer vents and 2 sanitary sewer flush tanks with standard terminal manholes
- City staff replaced 7 sanitary sewer manholes and 55 sewer laterals
- City staff repaired 34.4 meters of sewer mains and 28 sewer laterals
- 24 sanitary sewer laterals were relined using T-liner technology, with the focus on sealing the main/lateral interface; as part of this work, 17 inspection chambers were also installed
- 1,034 meters of sanitary sewer mains was replaced by open trench excavation
- approximately 650 sewer manholes were inspected using a 3D camera and Manhole Assessment Certification Program level 2 reports were generated for each
- the Disaster Mitigation and Adaptation Fund program under a federal grant has commenced; the program's goal is to upgrade select sewer, storm drain and water main infrastructure over the next 9 years to address challenges due to natural hazards (e.g., earthquakes, climate change, as well as increased demand); the design and construction work started in late 2020 and will continue until 2028
- the City has applied for the Investing in Canada Infrastructure Program grant to fund design and construction of new alignment of sanitary sewer mains and to separate the combined manholes where both the sanitary sewer and storm drain lines run side by side; this program's intent is to reduce I&I
- the City continues to address and evaluate the I&I issues associated with private properties; this includes the building permit related requirement for all new developments to obtain the separate storm drain connection and consider rainwater management system on private property; all permits associated with major renovations are required to confirm their connections to the City's storm drain system via inspections or dye tests to determine if the property may require a new storm drain connection

Highlights of the City of Victoria's I&I-related work carried out in the first half of 2022 are summarized as follows:

- City of Victoria staff camera inspected 7,100 meters of sanitary sewer mains; contractors inspected an additional 2,133 meters of sewer mains and 157 sanitary sewer laterals
- 27,550 meters of sanitary sewer mains were cleaned by City staff
- 1,510 meters of sanitary sewer mains will be lined using cured in place technology under the City's annual lining contractor
- 1 sanitary sewer manhole was replaced
- 50 meters of sanitary sewer mains were repaired by City staff
- 19 sewer laterals were repaired and 36 sanitary sewer laterals have been replaced by City staff
- 27 sanitary sewer laterals were relined by T-liner technology with the focus on sealing the main/lateral interface; as part of this work, 8 inspection chambers were also installed
- 270 linear meters of sanitary sewer main were replaced by open trench excavation
- 3 cross connected inflow catch basins were fixed

View Royal

View Royal continues its sewer maintenance and repair program, which includes camera inspections, sewer flushing and flow monitoring. In 2021 to mid-2022, View Royal has completed the following sewer work related to I&I:

- camera-inspected and flushed 2976 meters of sewer main
- inspected 292 sewer manholes
- identified and repaired one residential sewer cross connection
- replaced two sewer gate valves on the Helmcken Bay sewer force main
- started upgrading the Helmcken Bay pump station, which will include the addition of a flow meter

Esquimalt First Nation

In 2018, the Esquimalt Nation hired a consultant to inspect its sewer system and prepare a report containing recommendations for maintenance, repairs and I&I reduction. In 2019 and 2020, the First Nation removed/capped four unused sewer laterals, completed a point repair, grouted a manhole and renewed its pump station. Further work will require funding from Indigenous Services Canada.

Songhees First Nation

Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation. The work is ready for tender and awaiting funding from Indigenous Services Canada.

4. OVERFLOWS

4.1 Overview

Sanitary sewer overflows are releases of raw sewage into storm drains and/or local waterways. The majority of sewer overflows occur during heavy rainfall events as a result of I&I overwhelming the capacity of the sewer system. Overflows may also occur as a result of sewer blockage, pipe failure and pump station failures.

Sewer overflows can expose people, pets and the environment to sewage, harmful chemicals, infectious bacteria, viruses, parasites, etc. The risks associated with sewage releases are influenced by the following characteristics of the receiving environments:

- public use (e.g., shoreline access, kayaking, swimming, shellfish harvesting)
- habitat sensitivity (e.g., productive or endangered habitats such as shellfish areas, kelp beds and herring spawning sites)
- flushing characteristics (e.g., exposed coast line or in-land waters)

Reducing I&I will decrease the frequency, volume and duration of sewer overflows.

4.2 Reported Overflows

CRD staff monitor regional overflow points with overflow sensors. The core area municipalities monitor their pump stations for overflows. When overflows occur, they are investigated, documented and reported to Emergency Management BC.

Figure 4.1 summarizes the overflows by year between 2005 and mid-2022. Note that discharges to high sensitivity receiving environments have been dramatically reduced since the Trent pump station was commissioned in late 2008. The few recent discharges to high sensitivity receiving environments were due

to massive storms (i.e., 100-year return period) or related to the construction of the treatment plant project conveyance system upgrades during storms.

Figure 4.2 summarizes the specific overflow events by year for 2016 to mid-2022 (excluding overflows from the combined sewers in the Uplands). Note that the vast majority of overflow hours occur during very large storm events when conditions are saturated.

It is expected that there will be a reduction in locations with overflows and overflow hours as a result of conveyance system upgrades related to the core area treatment plant project—fully online since early 2022.

Additionally, the Humber and Rutland pump stations overflow during most moderate-to-large rainfall events. These pump stations receive flows exclusively from the Uplands area of Oak Bay, which has fully combined sewers (one set of pipes for both sewer and stormwater). Oak Bay has an approved plan with the Province for separating the sewers in these catchments with the end goal of eliminating overflows.

Figure 4.1: Graphical Comparison of Rainfall versus Overflows

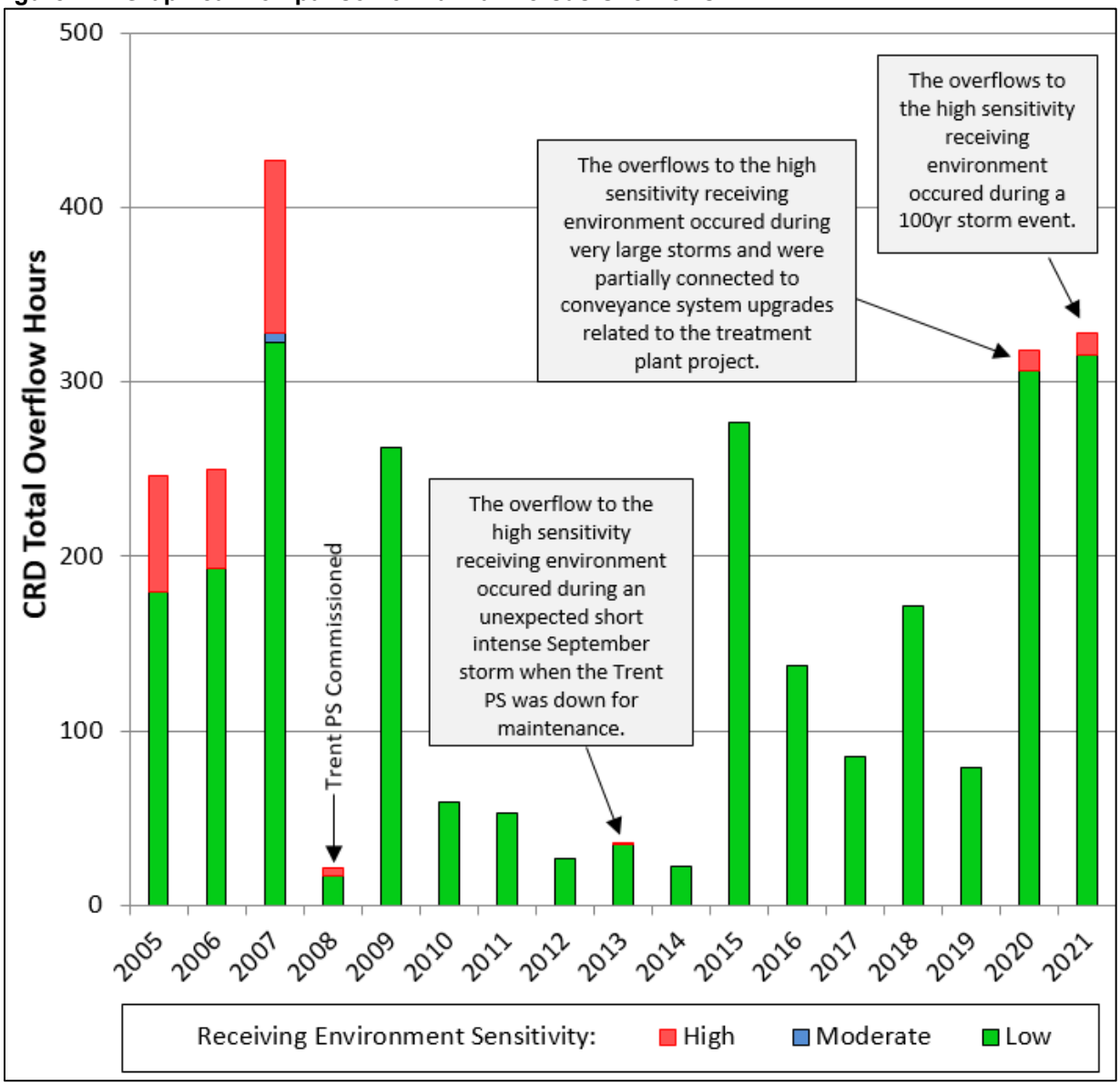
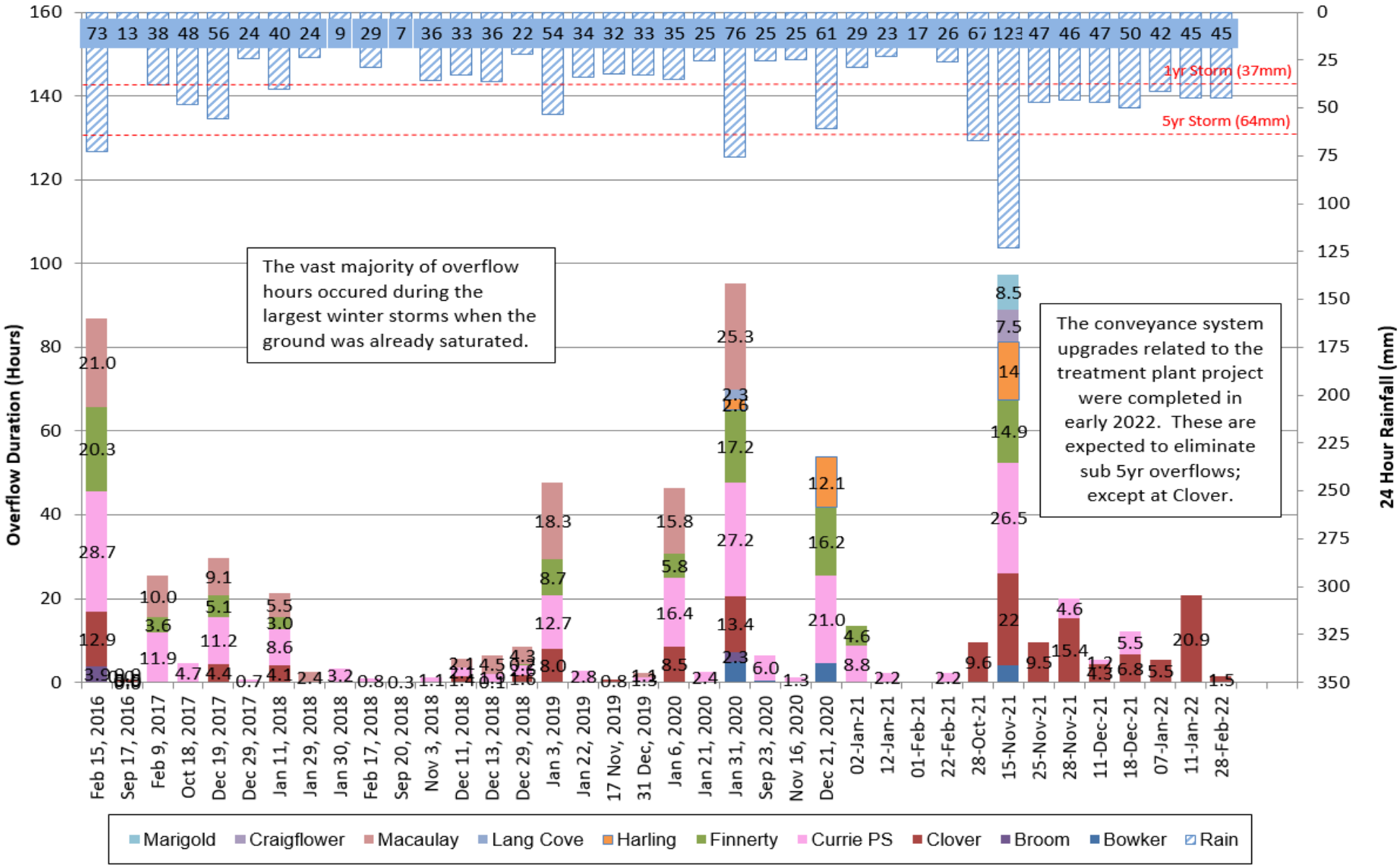


Figure 4.2: CRD Overflows from January to June 2022 (excluding the Uplands)



5. I&I RATES FOR THE CORE AREA

Regional I&I flow rates for the core area are generally analyzed every three years because there are not enough significant storm events to justify I&I analyses on an annual basis. In general, there are between 0-3 significant storm events per year. The most recent I&I results analysis was completed using data up to March 2022. The results are documented in this report.

The results of the I&I analyses are summarized as follows:

- A map of the entire core area displaying the most recent 5-year peak I&I rates for individual catchments is located in Figure 5.1.

- The individual I&I rates within each municipality have been converted into an overall weighted average for each municipality and compared with previous years' estimated I&I rates (see Table 5.1). This table is useful in providing a performance measure benchmark for each municipality to track overall I&I trends, but it must be interpreted with caution because it summarizes a vast amount of data into single municipal averages. For instance, a single very high I&I sub-area could skew the overall municipal average, or a single year of erratic weather and/or flow data could lead to misleading results. Therefore, it is prudent to allow sufficient time to measure the full effect of any I&I reduction work in addition to gathering, compiling and analyzing weather patterns and I&I rates to track overall trends.

- I&I tends to predictably increase as sewers age due to the deterioration of sewer material, types of sewer material, the environment and the installation practices of the day.

- In general, the rate of I&I tends to increase in proportion to the age of the system due to deterioration of sewer material, types of sewer material, the environment and the installation practices of the day. Older systems usually need more work than newer systems. The primary goal of the I&I program is to reduce I&I to an optimum cost-benefit level. It is expensive to size wastewater facilities to accommodate vast amounts of I&I, but it can be equally expensive to rehabilitate or replace sewers to reduce I&I. Therefore, the optimal I&I level is the most cost-effective combination of I&I reduction and I&I accommodation.

Figure 5.1: I&I Rates Map for the CRD Core Area

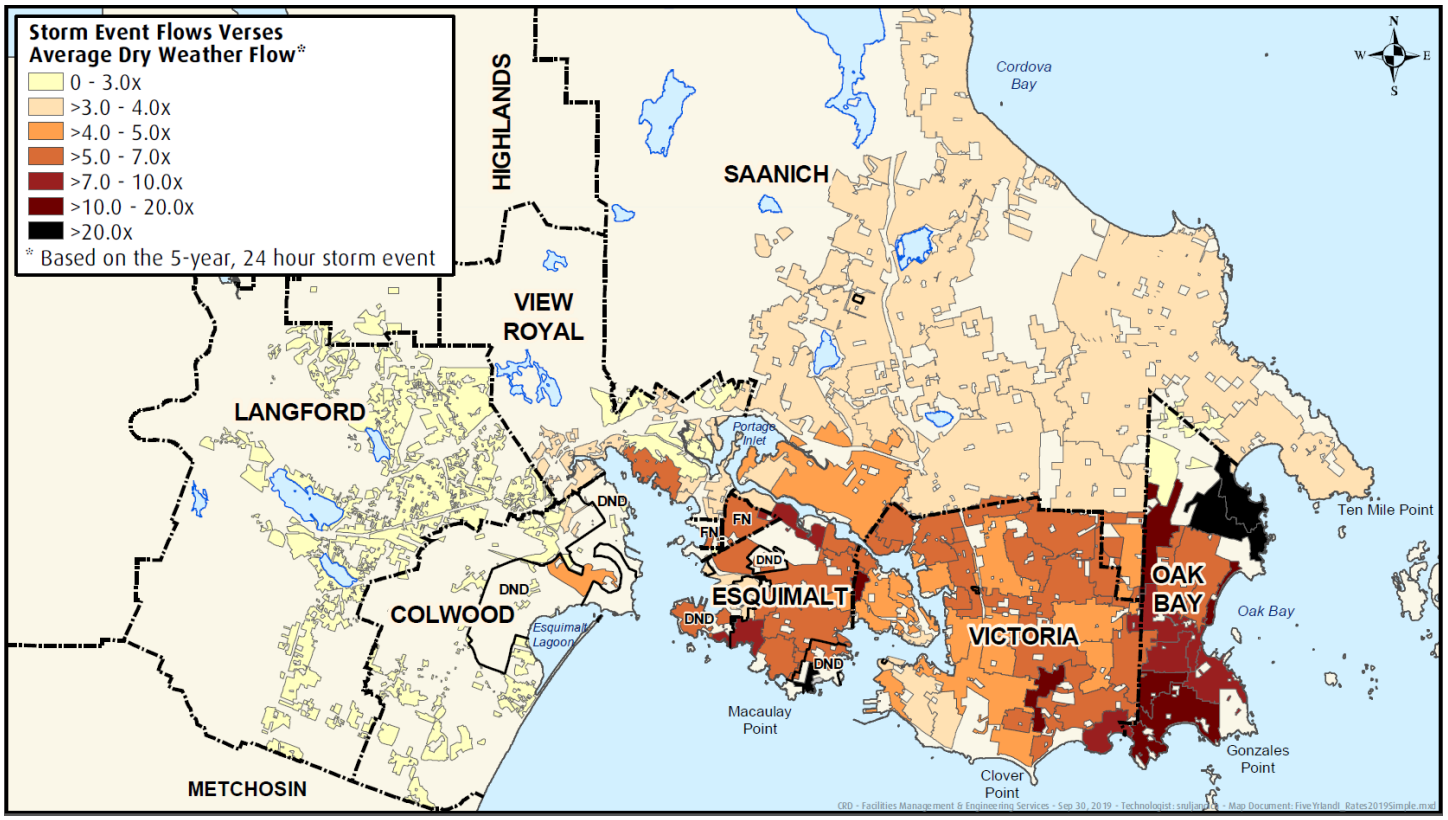


Table 5.1: Summary of CRD Core Area Municipal Peak 5-Year I&I Rates

Municipality	Ave. Age of Sewers	Estimated 5-Year I&I Rate [1] (L/ha/day)						5-Year Peak Flows [1] Compared to Average Dry Weather Flow
		2010	2012	2014	2016	2019	2022	
Colwood	20	10,309	8,540	7,965	8,777	8,777	8,777 [5]	2.3 x ADWF
Esquimalt	87	52,412	52,599	48,727	51,471	48,786	56,015	6.9 x ADWF
Langford	17	11,023	9,364	9,222	10,606	8,587	10,291	2.0 x ADWF
Oak Bay [2]	76	51,873	48,133	46,600	55,686	56,123	56,123 [3]	9.0 x ADWF
Saanich	48	15,514	13,613	15,427	15,223	14,369	15,932	3.4 x ADWF
Victoria	95	96,734	94,281	84,650	76,026	73,490	75,162	5.4 x ADWF
View Royal	35	12,322	12,294	13,216	14,525	11,541	16,037 [4]	3.5 x ADWF
First Nations	43	35,160	35,160	48,052	48,052	38,573	44,457	5.1 x ADWF

[1] Based on peak 24-hour flows. The rates are generally based on data from multiple flow meters, which are interpolated into a weighted average over each particular municipality. A 5-year storm event I&I flow rate is used, since the Municipal Sewage Regulation stipulates that a sewer system must be able to convey flow under this condition without an overflow.

[2] Excludes the combined sewer in the Uplands (which has I&I rates over 200,000 l/ha/day). Also excludes overflows from the rest of Oak Bay's sewer system because the overflow volumes aren't currently measured..

[3] Oak Bay's rate was not updated due to routine sub 5-year overflows. It's expected that these overflows will be eliminated (except in the Uplands) due to the treatment plant project conveyance system upgrades (early 2022) and that future storms will be suitable for updating Oak Bay's overall I&I rate.

[4] View Royal's increased rate is the result of changes in how the rate was calculated.

6. SEWER ALLOCATIONS

CRD Bylaw No. 4304 (2020) includes maximum allowable sewer flows for each input into the core area trunk sewer system. Each input has an allocated average dry weather flow and an allocated peak daily flow.

Table 6.1 compares measured peak 24 hour flows to the allocated flows from Bylaw No. 4304 and was prepared for information purposes only. Cells highlighted in grey note planned upgrades or known issues. Some of the known issues will be resolved now that the conveyance system upgrades related to the treatment plant project are complete (early 2022). Others are being addressed with current and planned future capital projects.

Table 6.1: Measured Flows (2022) versus Allocated Flows from Bylaw No. 4304

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow for a 5-yr Storm	
		ML/day	% of Allocated Capacity
COLWOOD			
Total *Parson's minus Meaford. (During large storm events, the Parson's meter is not reliable and the storm flows are calculated. The Parson's meter is being replaced in late 2022).*	**18.8**	**7.7**	**41%**
ESQUIMALT			
Esquimalt Panhandle	0.48	0.44	91%
Lang Cove PS	5.12	2.95	58%
Dockyard	4.04	3.52	87%
Kinver	1.76	2.20	125%
Pooley Place *(Flows are based on a correlation with an adjacent catchment. Catchment is not suitable for metering due to small size and multiple connections to the CRD system.)*	0.24	0.21	87%
Devonshire	7.40	10.91	147%
Wilson	1.48	1.48	100%
Head	6.72	7.82	116%
Anson	0.97	0.63	65%
Total	**28.36**	**30.16**	**106%**
LANGFORD			
Total *(Meaford)*	**56.48**	**17.01**	**30%**
OAK BAY			
Windsor	11.68	16.24	139%
Humber *(This is catchment has combined sewers. It overflows during most moderate to large storm events but the overflow volumes aren't measured.)*	2.40	4.29	177% [1]
Rutland *(This is catchment has combined sewers. It overflows during most moderate to large storm events but the overflow volumes aren't measured.)*	1.48	5.92	400% [1]
Currie Net *(Flows won't be suitable for comparing to the bylaw allocations until the treatment plant conveyance system upgrades are complete in late 2022.)*	3.88	n/a	>125%
Currie Lift Station	6.48	12.29	190%
Harling Point PS	0.79	1.86	236%
Total *(Flows won't be suitable for comparing to the bylaw allocations until the treatment plant conveyance system upgrades are complete in late 2022.)*	26.48	**n/a**	**>175%**
SAANICH			
Marigold PS	52.76	35.32	67%
City Boundary	23.52	10.97	47%
Harriet	13.08	9.37	72%
Townley	2.44	1.97	81%
Haultain	2.27	1.14	50%
Arbutus	28.31	20.95	74%
Haro - UVic	3.17	0.81	26%
Penrhyn LS	3.73	2.99	80%

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow for a 5-yr Storm	
		ML/day	% of Allocated Capacity
Total	**131.56**	**83.52**	**63%**
VICTORIA			
Cecelia	12.57	14.76	117%
Chapman & Gorge *(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter)*	1.40	4.98	356%
Selkirk *(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter)*	1.11	0.39	35%
Langford - Vic West	0.77	1.32	171%
Hereward	7.65	6.52	85%
Sea Terrace *(The flume surcharges during large storms. Because of this, the Peak 24hr flows are based on a correlation with an adjacent catchment. Options are being explored to address this issue.)*	1.32	1.50	114%
Trent Net	29.32	43.06	147%
Hollywood	2.16	7.43	344%
Olive	92.24	63.00	68%
Clover Net *(The catchment is not suitable for metering due to small size and multiple connections to the CRD system. As a result, the flows are based on a calculation.)*	6.01	7.68	128%
Total	**153.19**	**150.64**	**98%**
VIEW ROYAL			
Craigflower PS *(Flows for this catchment are substantially impacted by the Parson's mag meter, which is being replaced in 2022 to improve accuracy during storm events.)*	14.16	7.10	50%
Shoreline Trunk	0.55	0.50	91%
Total	**14.16**	**7.1**	**50%**
ESQUIMALT NATION			
Esquimalt Nation *(Flows are calculated. Plans are in place to install a meter in late 2022)*	**0.28**	**0.35**	**126%**
SONGHEES NATION			
Songhees Nation	2.36	2.49	106%
Maplebank	0.04	0.005	13%
Total	**2.52**	**3.09**	**106%**

**Cells highlighted in grey signify metering locations identified for future improvement.*

7. SUMMARY

The purpose of this report is to provide an update on work related to I&I in the core area from 2021 to mid-2022. The work supports commitments located in Section 5 of the CALWMP, which addresses the *Management of Infiltration and Inflow and Control of Wastewater Overflows.* The report included:

- summary of special projects carried out by the core area I&I program
- I&I related updates from each of the core area municipalities
- current I&I rates
- comparisons of wet weather flows to the sewer flow allocations in Bylaw No. 4304
- summary of overflow events from 2020 and mid-2021
- status of efforts to address I&I from private property

Appendix A:
Core Area LWMP Commitments Related to I&I

CAPITAL REGIONAL DISTRICT
CORE AREA LIQUID WASTE MANAGEMENT PLAN
(Consolidated Version incorporating all applicable amendments, February 2019)

SECTION 5
MANAGEMENT OF INFILTRATION AND INFLOW AND CONTROL OF WASTEWATER OVERFLOWS

GOAL

Condition 17(1)(a) of Schedule 1 of the Municipal Sewage Regulation (MSR) requires that if infiltration and inflow (I&I) causes daily flows to be greater than 2 times the average dry weather flow (ADWF), the discharger must address "how I&I can be reduced as part of a Liquid Waste Management Plan" and condition 17(2) outlines the treatment and discharge requirements for such flows.

The goal of the I&I program is therefore to comply with this requirement of the MSR by developing and implementing a strategy aimed at reducing the amount of rainwater and groundwater entering the core area's sanitary sewer system from both the publicly owned and privately owned parts of the system in order to reduce and eventually eliminate overflows from the system.

How the Capital Regional District (CRD) proposes to substantially meet the requirements of Condition 17(2) is addressed in Sections 4 and 6 and in the draft operational certificate in Section 12.

COMMITMENTS

The CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030:

1. Continue flow monitoring in each municipality to further refine priority areas for remediation.

2. Develop, by the end of 2011, and submit to the Ministry of Environment, comprehensive inflow and infiltration management plans for the core area that will:
   a) Identify and evaluate options and opportunities that promote the minimization of groundwater and rainwater I&I into municipal sanitary sewer systems, including I&I originating from service laterals (private and public sections of sewer connections).
   b) Identify needed changes to legislation and legal authority to enable options and strategies.
   c) Identify opportunities for the inspection of private sewers connected to municipal sewers:
      (i) as part of the municipal process in evaluating and issuing renovation and building permits for serviced properties; and/or
      (ii) at the time of property transfer; and/or
      (iii) targeted inspections.
   d) Require the repair or replacement of private sewers that have cross-connections between storm sewers and sanitary sewer or are identified as being in poor condition.

3. Update, by the end of 2011, and enforce sewer use bylaws to prohibit the construction of rainwater and groundwater connections to sanitary sewers.

4. Implement the overflow reduction plans contained in the sanitary sewer overflow management plan, which was submitted to the Ministry of Environment in June 2008. These plans are summarized as follows:

Table 5.1
Prioritized Order of CRD Overflow Reduction Plan
(Updated based on current information)

Priority No.	O/F Name	Action Plan	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	Monterey Avenue MH0130	Complete and commission Trent pump station	2008 (Complete)	$500,000
2.	Macaulay Point Pump Station	Complete installation of standby power	2008 (Complete)	$800,000
3.	Harling Pump Station	Install a screen on the overflow pipe	2008 (Complete)	$10,000
4.	Shoreline Drive MH0340	Commence with capacity deficiency study and identify upgrade options	2010	$50,000
5.	Penrhyn Lift Station	Investigate pump and genset capacity	2010	$600,000
6.	Humber Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
7.	Rutland Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
8.	Head Street MH0040	Twin the NWT from Macaulay Point to MH0055	2015	$20,000,000
9.	Sea Terrace MH0055	Twin the NWT from Macaulay Point to MH0055	2015	as above
10.	Broom Road	Extend Trent forcemain down to Clover Point	2017	as above

Table 5.2
Prioritized Order of Colwood Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	SCADA Upgrade	Upgrade the SCADA system to collect flow data from all pump stations.	2008 (Complete)	$10,000
2.	CCTV Inspection	Continue to inspect all new sewers that are installed to ensure they are well constructed	Annually	$15,000
3.	Sewer System Maintenance	Continue to clean all mains and manholes, and repair as necessary.	Annually	$50,000
4.	Lift Station Maintenance	Continue to maintain all lift station components to ensure that they run efficiently.	Annually	$72,500

Table 5.3
Prioritized Order of Esquimalt Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	Sewer Relining	Relining and repairs to sewer mains rated poor and poorest	Completed	n/a
2.	Combination Manhole Separation	• 148 manholes remain to be separated • 29 manholes to be separated in 2008 • Five manholes separated per year from 2009 to 2025	2025	$950,000
3.	Grafton Pump Station Upgrade	New electrical power supply, kiosk and controls	2008 (Complete)	$38,000
4.	Grafton Pump Station Upgrade	Pump replacement	2012	$40,000
5.	Sewer Main Replacement	Replacement of undersize sewer main on Craigflower Road between Tillicum Road and Lampson Street	2009 (Complete)	$250,000
6.	Municipal Wide Smoke and Dye Testing	Smoke and dye testing underway to identify cross connections in attempts to reduce I&I in the future. The full scope of the project has not yet been determined.	2010	unknown

Table 5.4
Prioritized Order of Langford Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	Sewer Master Plan Upgrades	Continue with infrastructure upgrades as identified in the Sewer Master Plan.	Ongoing	$0.2-0.5 Million
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	$15,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	$15,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	$200,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	$25,000

Table 5.5
Prioritized Order of Oak Bay Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1a.	Uplands Sewer Separation Humber Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	$5,285,000
1b.	Uplands Sewer Separation Rutland Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	$9,815,000
1c.	Uplands sanitary sewer pipeline rehabilitation	Rehabilitation of the former combined sewer pipeline to address infiltration	To be confirmed by December 31/2019	$3,000,000
2.	Oak Bay Inflow and Infiltration Rehabilitation Project	Continue with phased rehabilitation projects in various catchments	Annually	$500,000
3.	CCTV Inspection	Video inspection of sewer mains	Annually	$25,000
4.	Sewer System Maintenance Program	Maintenance to keep sewers clean and free from defects.	Annually	$240,000

Table 5.6
Prioritized Order of Saanich Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	Dysart Pump Station	Complete construction of the new Dysart pump station.	2008 (Complete)	$2,500,000 (est.)
2.	The following pump stations will be upgraded: Vantreight Lift Station Murray #1 Pump Station Murray #2 Pump Station Arundel Pump Station Glenwood Pump Station Ashley Pump Station Dunkirk Pump Station Colquitz Pump Station Gorge Pump Station	Rebuild pump station and add a new standby generator.	2009-2015	$500,000 Annually

Table 5.7
Prioritized Order of Victoria Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	James Bay I&I Pilot Project	Commence with the rehabilitation of sewer mains, laterals and manholes in James Bay.	2010	$3,000,000
2.	Hydraulic Model	Continue to complete a hydraulic model of the City's entire sanitary sewer collection system.	2009	$100,000
3.	Overflow Elimination	Investigate, monitor and abandon, if possible, existing known overflow locations.	2010	$100,000
4.	Combined Manhole Separation	Investigate, monitor and initiate a program to separate combined manholes.	2015	$400,000

Table 5.8
Prioritized Order of View Royal Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost ($2008) to Complete
1.	Upgrade Pump Stations	Upgrade pump stations where required to improve pump performance, provide standby power and collect better data.	2017	$140,000
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	$20,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	$5,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	$120,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	$40,000

APPENDIX C

Excerpt from the Capital Regional District Core Area Liquid Waste Management Plan – Sanitary Sewer Overflow Management Plan, June 2008.

Appendix B:

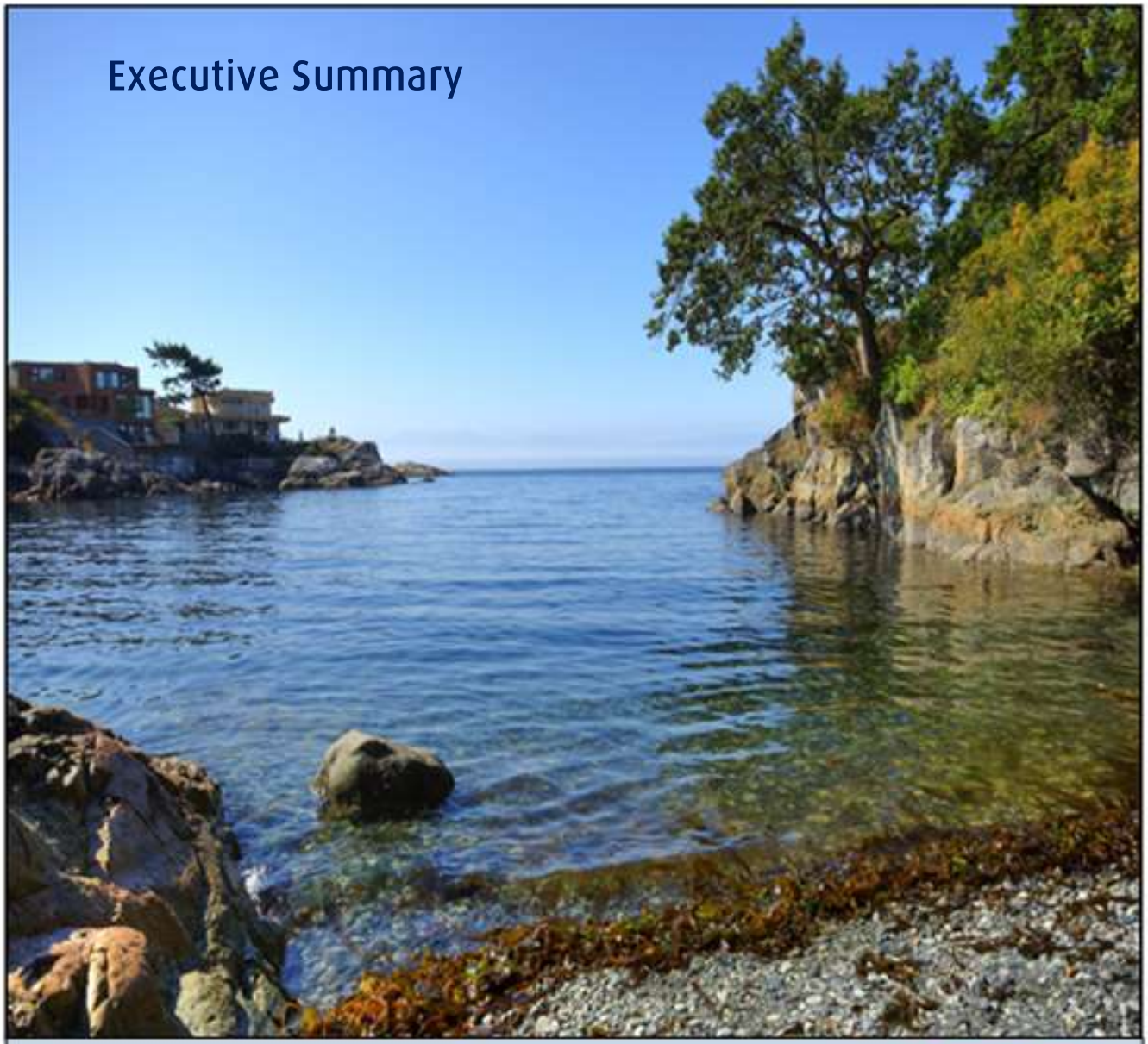
EXCEUTIVE SUMMARY: CORE AREA I&I MANAGEMENT PLAN: 2017 UPDATE

Capital Regional District

Core Area Inflow & Infiltration Management Plan

2017 Update

Executive Summary



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CORE AREA INFLOW & INFILTRATION MANAGEMENT PLAN

EXECUTIVE SUMMARY

Purpose

The purpose of the plan is to guide the Capital Regional District (CRD) and its municipal partners towards Inflow and Infiltration (I&I) reduction in a responsible, cost effective, integrated and well-planned manner. The primary objective of the plan is to reduce overflows and I&I to less than four times average dry weather flow (4xADWF), based on a five year return period, at Clover Point and the Core Area Wastewater Treatment Plant at McLoughlin Point by 2031.

Background

The core area municipalities are actively managing inflow and infiltration (I&I), a term that describes rainwater and groundwater that mistakenly gets into the sanitary sewer system. Inflow refers to rainwater that enters the sewer through plumbing cross connections and infiltration refers to groundwater that seeps into the sewer through cracks, faulty joints, etc. A certain amount of I&I is unavoidable and is accounted for in routine sewer design. However, too much I&I results in excessive sewer flows which can lead to:

- leaking sewers and overflows that can contaminate the environment and create public health concerns;
- backing up of sewage into buildings and homes that can destroy belongings and require expensive restoration;
- increasing operation and maintenance costs to convey and treat the increased flows; and
- consuming sewer capacity which could require expensive premature upgrades to the system.

The content of the Core Area I&I Management Plan is organized in the following sections: 1) Overview; 2) Overflows; 3) Asset Management; 4) Climate Change; 5) Public Property I&I; 6) Private Property I&I; 7 to 17) Municipal Plans; and 18) Monitoring & Verification.

Regulatory Context

The core area wastewater system is governed by the Core Area Liquid Waste Management Plan (LWMP). This plan was first approved by the Ministry of Environment in 2003. Since that time, there have been a number of amendments to the plan, the most recent being Amendment No. 11 (approved in 2016).

Section 5 of the plan relates to I&I and overflows and includes the following commitments:

> *The CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030:*
>
> 1. *Continue flow monitoring in each municipality to further refine priority areas for remediation.*
>
> 2. *Develop, by the end of 2011, and submit to the Ministry of Environment, comprehensive inflow and infiltration management plans for the core area that will:*
>   - *Identify and evaluate options and opportunities that promote the minimization of groundwater and rainwater I&I into municipal sanitary sewers, including I&I originating from service laterals (private and public sections of sewer connections)*
>   - *Identify needed changes to legislation and legal authority to enable options and strategies*
>   - *Identify opportunities for the inspection of private sewers connected to municipal sewers:*
>   i. *as part of the municipal process in evaluating and issuing renovation and building permits for serviced properties; and/or*

ii. *at the time of property transfer, and/or*
iii. *targeted inspections*

- *Require the repair or replacement of private sewers that have cross-connections between storm sewers and sanitary sewers or are identified as being in poor condition.*

3. *Update by the end of 2011, and enforce sewer use bylaws to prohibit the construction of rainwater and groundwater connections to sanitary sewers.*

4. *Implement the overflow reduction plans contained in the sanitary sewer overflow management plan, which was submitted to the Ministry of Environment in June 2008.*

Overflows

In 2014, the CRD submitted an updated core area overflow management plan to the Province. The plan documents the CRD's overflow related commitments and summarizes the significant work carried out related to overflows.

Asset Management

Asset management programs for sewer collection systems generally focus on the planned replacement of infrastructure based on remaining service life. Municipalities need to demonstrate that they are following the Asset Management BC Framework to qualify for federal gas tax funding.

Climate Change

Over the next five years, the CRD will carry out actions supporting a vulnerability assessment of CRD sewer infrastructure due to climate change. The actions include updating the core area sewer model, running the sewer model using climate change scenarios, and providing recommendations based on the results.

Public Property Inflow and Infiltration

I&I and overflow quantification helps municipalities to understand the condition and/or performance of their sewer systems. Quantified measurements can be compared to benchmarking standards and allow municipalities to track I&I performance. The most useful quantification methods are repeatable and follow a standardized approach. Examples of I&I quantification methods proposed in this plan include: statistical analysis of sewer flow data to calculate I&I rates, quantifying overflows based on given storm events, ranking structural integrity of sewer pipes based on closed circuit television (CCTV) inspections, counting cross-connections through smoke testing, documenting manhole condition and calibrating system performance using hydraulic models.

The public property I&I reduction plans are consistent with the systematic approach noted in the Infraguide for "Infiltration/Inflow Control/Reduction for Wastewater Collection Systems". Infraguide was a partnership between the Federation of Canadian Municipalities, the National Resource Council and Infrastructure Canada. It created best practice reports for municipal infrastructure. The guide proposes that I&I reduction programs be divided into the following three phases:

- Phase 1 - involves flow monitoring and data collection. The data is used to identify catchments that should be targeted for sewer investigation work.
- Phase 2 - involves sewer investigation work to identify specific sources of I&I. The data is used to create rehabilitation plans and to prioritize I&I rehabilitation work.
- Phase 3 - involves sewer rehabilitation work. The rehabilitation work is based on investigation data from Phase 2. If investigation data is not yet available, then archetype I&I rehabilitation programs should be used.

Archetype I&I rehabilitation programs were developed to provide a framework under which any given sewer catchment can be evaluated and related to an actionable plan to move forward with I&I assessments and

sewer rehabilitation. These programs are to be used as planning tools. They should be interpreted from a strategic planning level and are suitable for establishing long-range budgets and for steering the development of targeted I&I reduction programs.

Private Property Inflow and Infiltration

The I&I Management Plan (2012) contained a five-year plan for implementing a common private property I&I approach for the core area. The plan was to consult with stakeholders and the public from 2012 to 2014, recommend an approach in 2015 and implement that approach in 2016. Significant effort was made to come up with a common approach. By 2014, it was clear that a common approach wasn't appropriate as the core area municipalities have different I&I rates, different issues and require different solutions. Three of the core area municipalities have older sewers and elevated I&I and they would benefit from strong programs to reduce I&I. The other four municipalities have newer sewers and have low I&I. These municipalities would prefer to focus on I&I prevention activities. The I&I Subcommittee agreed that each municipality should implement their own custom approach to suit their needs and should draw on the significant research and support that the CRD has provided.

In late 2014, the CRD Board directed that a sample model bylaw related to the inspection of private sewer laterals connected to municipal sewers be prepared. The sample bylaw was built using past I&I Subcommittee feedback and content from the Pinna Report (2014) which documented the best I&I related language from existing Canadian and American bylaws. It underwent legal review and I&I Subcommittee review for general acceptability. The sample model bylaw was presented to the Core Area Liquid Waste Management Committee on May 13, 2015. The Core Area Liquid Waste Management Committee recommended that the sample bylaw be discussed with the I&I Subcommittee to determine how best to move it forward. The I&I Subcommittee decided that it would be best to incorporate the powers from the sample model bylaw into the existing municipal sewer use bylaws. Subsequently, a gap analysis was carried out comparing the powers from existing municipal sewer bylaws to the draft sample model bylaw and presented to the member municipalities through the I&I Subcommittee.

The next steps for addressing private property I&I include:

- assisting municipalities with the further development of private property I&I reduction plans;
- supporting the implementation of the powers from the sample model bylaw for private property I&I into existing or new municipal sewer bylaws;
- developing common public education materials for use by key industry stakeholders (i.e. plumbers, realtors and home owners);
- updating the general education approach to focus on homeowner protection (i.e. basement flooding) and environmental protection and how I&I plays an integral role; and
- continued collaboration with Metro Vancouver and the National Water and Wastewater Benchmarking Initiative's I&I Task Force.

Municipal Inflow and Infiltration Plans

Each of the core area municipalities has participated in the development of their own individual municipal I&I plans. The municipal plans are organized into eight sections:

1. *Overview*
2. *Catchments* - A list and map of the long-term flow monitoring catchments that will form the basis for evaluation of I&I rates and I&I management planning
3. *Inflow & Infiltration Data* – Summary of historical data collected, current data collected, summary of I&I analyses results, and flow data analyses
4. *Sewer Infrastructure Maintenance & Capital Work* – summary of routine sewer work, notable work completed between 2012 and 2015, and notable work planned for 2016 to 2020
5. *Asset Management* – high level municipal tools, approaches, etc.
6. *Bylaws* – Contains a comparison of the key powers suggested by the CRD Private Property I&I Model Bylaw to those found in each of the municipality's existing sewer bylaws

7. *Budget* – Summary I&I budget related information
8. *Summary* - A high level summary and a graph showing projected peak wet-weather flow (PWWF) relative to 4xADWF for the entire municipality from 2011 to 2031

Monitoring and Verification

Monitoring and verification of I&I Management Plan objectives will be achieved by using the following metrics:

1. Comparison of peak wet weather flow (PWWF) with 4xADWF at Clover Point and the proposed wastewater treatment plant. This will include graphs comparing projected PWWF and ADWF verses actual rates recorded over time.
2. Flow monitoring of all catchments to track I&I rates paying extra attention to measuring flows before and after targeted I&I reduction work to verify results.
3. Tracking overflows by location, frequency, duration and receiving environment sensitivity rating to monitor trends and verify results.
4. Completion of detailed and specific I&I management strategies for each catchment to replace the archetype plans.
5. Reporting of efforts and costs applied towards I&I management on a regular basis.

The CRD will continue to provide annual reports on the I&I program to the Core Area Liquid Waste Management Committee. Every second year the I&I analyses results will be updated, as is the current practice, and an I&I benchmarking template will be filled out for each of the core municipalities. The benchmarking template is currently in development and will include a number of performance measure criteria to help gauge the level of effort each municipality is applying to I&I management.

Forecasted Inflow and Infiltration Reduction

Additional work will be needed to meet the LWMP commitment of reducing wet weather flows below 4xADWF at Clover Point and the McLoughlin Point Treatment Plant by 2031. However, the gap between 4xADWF and peak wet-weather flow (PWWF) is decreasing, which is significant as it takes a substantial investment of time and resources to reverse the natural trend of I&I increasing with sewer age.

Colwood, Langford, Saanich and View Royal already meet the 4xADWF performance target. This is largely due to having young sewers built with modern materials and good installation practices. These municipalities will need to focus on I&I prevention in order to continue to meet the performance target.

Esquimalt, Oak Bay, and Victoria have older sewers which tend to have elevated I&I rates. If we extrapolate out current I&I rates, it is evident that these municipalities will need to focus on I&I reduction to meet their commitments not to exceed the 4xADWF performance target. This will require increased focus and funding on I&I reduction to achieve their reduction targets. Financial support (i.e. grants) from senior government would help to accelerate the I&I reductions. It is worth noting that:

- Esquimalt rehabilitated all of its sewers and manholes that required structural repairs in the early 2000's. It has also separated almost all of its combined manholes. Esquimalt's next steps for addressing I&I will involve actions related to I&I from sewer laterals and stormwater sewer upgrades.
- Oak Bay's I&I reduction work focused on developing a plan for the separation of the combined sewers in the Uplands area. Oak Bay finalized the separation plan in 2017. This was Oak Bay's highest I&I related priority and was required as part of a LWMP commitment. Oak Bay also completed the significant task of collecting sewer flow data for each of its outstanding catchments using portable meters. Oak Bay's next steps for I&I reduction will be to implement the Uplands' separation project, to complete the collection of sewer camera inspection data for the municipality and to update its sewer master plan based on the results of the camera inspections.
- Victoria has collected sewer flow data for its outstanding catchments, and has also performed camera inspections and smoke testing throughout the entire municipality. The data will be analyzed and actions put into Victoria's sewer master plan. Updating a sewer master plan is a substantial project. Victoria

had to delay the update of its sewer master plan until the location of the core area treatment plant was finalized because some of the locations considered for the plant would have resulted in dramatic changes to the plan. Work on the sewer master plan commenced in late 2016 after the regional treatment plant location was finalized.

The CRD is committed to assisting individual municipalities in the development of suitable private property I&I initiatives. Such initiatives could accelerate a municipality towards meeting its performance targets as it is estimated that 50% of I&I enters the sewer system on private property. Currently, there are no significant private property I&I initiatives in the core area; however, the research needed to develop such commitments is complete.

In addition, it is anticipated that significant progress will be made through the continuation and further development of I&I related education, stakeholder engagement, regulatory mechanisms, permit requirements, time of home sale options and through targeted pilot programs.

Key Future Actions

The next steps for addressing private property I&I include:

- supporting the implementation of the powers from the sample model bylaw for private property I&I into existing sewer municipal bylaws or into a new bylaw;
- assisting municipalities with the development and implementation of municipality specific private property I&I reduction plans;
- developing common public education materials for use by key industry stakeholders (i.e. plumbers, realtors and home owners);
- updating the general education approach to focus on homeowner protection (i.e. basement flooding) and environmental protection and how I&I plays an integral role; and
- continued collaboration with Metro Vancouver and the National Water and Wastewater Benchmarking Initiative's I&I Task Force.

The next steps for addressing public property I&I include:

- identifying "semi-combined" sewers in the core area and developing plans to address them;
- taking leadership on I&I benchmarking and taking action to introduce nationally;
- updating the core area sewer model, running the sewer model using climate change scenarios, and providing recommendations based on the results; and
- ongoing I&I metering, analyses and program development.

Conclusion

The Ministry of Environment reviewed and approved Amendment No. 11 of the Core Area LWMP. The LWMP included four commitments related to I&I and overflow management which are fulfilled by the I&I Management Plan.

The plan is purposeful and guided by a number of federal, provincial, regional and municipal regulatory documents and best practices. It provides the framework for how I&I can be quantified and establishes priority programs and approaches for each municipality and the CRD to follow. A strategy has been developed for moving the issue of private property I&I forward and the whole program will be monitored, verified and reported out using standard metrics and templates.

All core area municipalities assisted in the preparation of the plan and the specific actions and programs were developed based on current CRD and municipal funding levels for I&I and sewer service budgets. Modelling the results of implementing this plan show that the goal of reducing I&I to 4xADWF at Clover Point and the wastewater treatment plant is achievable but will require additional effort.

Appendix C:

PRIVATE PROPERTY I&I WORK PRIOR TO 2021

Summary of Private Property I&I Actions to Date in the CRD

Timeline	Action
Ongoing	• CRD: - review case studies of jurisdictions taking steps to deal with private property I&I - meet with various experts and share information - work with and share information with Metro Vancouver, which is also working to establish programs to address private property I&I - are members of the National Water and Wastewater Benchmarking Initiatives I&I Task Force - provide I&I education to the public • Two municipalities within the core area (Oak Bay and Esquimalt) require that laterals be inspected and fixed if required, when applications are made for major building permits. • Each of the core area municipalities have sewer bylaws or council policies that relate to private property I&I. • The CRD is working with other jurisdictions regarding private property I&I approaches. For example, the CRD shares information and routinely interacts with Metro Vancouver. The CRD is also part of the National Water and Waste Water Benchmarking Initiatives I&I Task Force, whose members come from municipal engineering departments from across Canada including: Vancouver, Calgary, Regina, Toronto, and Halifax. The CRD has an active role on the I&I task force and has made presentations regarding private property I&I and has shared I&I video's and educational graphics.
2020 to mid-2022	Commissioned a report summarizing downspout disconnection programs and best practices from around Canada. In summary, many parts of Canada allow downspouts to be disconnected so that their flows discharge to the ground away from buildings. Even the insurance industry has documents showing when this can be appropriate. The purpose of this project was to summarize how and when this is currently done in Canada. Included are a number of municipal examples. The results will be used to see if downspout disconnections could be a tool for addressing roof drains found to be cross-connected to the sanitary sewer.
2019 to 2020	The CRD has developed the following items to support the updated I&I education approach: • a brochure and banner that fully aligns with the Generally Accepted Principles document, • updated website content to align with the new approach, • attendance at a list of key regional events to interface with the public, including annual home show events, municipal events and key stakeholder events, and • a slideshow for presenting to realtors.

Timeline	Action
2018 to 2019	The educational approach for addressing private property I&I was updated. The approach has the same desired outcomes as the existing approach: to promote the inspection and maintenance of sewer laterals. However, the approach focuses on preventing basement flooding which is more relevant to homeowners. The central document for the approach is the "Generally Accepted Principles" document, which: • has full acceptance from the key stakeholder groups, • aligns the various stakeholder groups on the topic, • is designed to answer questions that the public may have on the issue in a clearly communicated fashion, • establishes relationships with the various I&I related stakeholders, • was developed in partnership with over 20 key stakeholder groups (local, provincial and national). Through consensus, the focus was extended to all private property underground pipes, including foundation drains and stormwater laterals, and • can be used by stakeholder to educate the public. In late 2018, the CRD completed a report documenting how each of the key stakeholder groups preferred to be engaged on the I&I topic. The report also documented the level of outreach effort deemed appropriate for each of these groups.
2017	The following is a list of private property I&I work carried out in 2017 and the first half of 2018, details of which are located in Section 2: • completed a background report to better understand I&I-related stakeholders, • a report showing how to identify semi-combined sewers using GIS, • collected additional private property I&I models bylaws from across Canada, and • Enforcement Approach for Addressing Cross Connections, as presented by the City of Burnaby to the Core Area I&I Subcommittee.
2016	• In general, the I&I Subcommittee agreed that the powers from the sample model bylaw should be incorporated into existing municipal sewer bylaws. To support this, the CRD retained consultants, Pinna Sustainability Inc., to compare the powers in the sample model bylaw to the powers in each municipality's existing sewer bylaws, and a gap analysis was completed. Based on the results, recommendations were made for updating each of the municipal sewer bylaws using language from the sample model bylaw. One municipality noted that they may include parts of the sample model bylaw as part of a new municipal bylaw. • On February 11, 2016 the CRD presented to the National Water and Wastewater Benchmarking Initiatives I&I Task Force on the topic of "Implementation of a Private Property I&I Management Program". The CRD is considered a frontrunner in Canadian municipalities regarding private property I&I efforts, and staff shared the CRD's experiences and plans for moving forward.

Timeline	Action
2015	• In late 2014, the Core Area Liquid Waste Management Committee (CALWMC) asked the CRD to prepare a sample model bylaw related to private property I&I. The sample bylaw was built using past I&I Subcommittee feedback and the best parts of existing bylaws from across Canada and the US, as documented in the report by Pinna Sustainability Inc. in 2014. The draft bylaw was reviewed by a lawyer and by the I&I Subcommittee for general acceptability. The sample model bylaw was prepared and presented to the CALWMC on May 13, 2015. The committee recommended the sample bylaw be discussed with the I&I Subcommittee to determine how best to move it forward. The I&I Subcommittee decided it would be best to incorporate the powers from the sample model bylaw into the existing municipal sewer use bylaws. One municipality (Esquimalt) may customize the sample model bylaw into a stand-alone bylaw suitable for Esquimalt.
2014	• On May 22, 2014, the I&I Subcommittee unanimously recommended that each municipality be able to customize their approach for meeting agreed-upon targets. This could involve a model bylaw that could be altered, as required, to meet the needs of individual municipalities. Overall, it was understood that municipalities with elevated I&I need a different approach than municipalities with low I&I. • In 2014, the CRD commissioned a study by Pinna Sustainability Inc. to prepare a memo entitled Update on Private Property I&I Programs. (Staff from Pinna wrote the original "Stantec" report in 2010.) It contains supplementary research for the Stantec Report (2010). Notably it: - summarizes effective "drivers" for private property I&I programs, - details private property I&I programs from across Canada by province, - contains updates on private property I&I programs from the US, - documents potential problems related to implementing private property I&I programs and includes North American examples, and - summarizes "good practices" that should apply to all private property I&I programs. For each "good practice" there is example bylaw language taken from existing Canadian sewer bylaws. • In late 2014, the CALWMC asked the I&I program staff to make a presentation to it in early 2015 and to include a working "draft" model bylaw in the presentation.
2013	• Staff shortlisted private property I&I options and refined the options. • The I&I Subcommittee reviewed the shortlist and provided feedback on multiple occasions. • Options were discussed with representatives from stakeholder groups (i.e., real estate, building association, building inspection and insurance industry, etc.)
2012	• Staff prepared private property I&I specific education materials related to the program options noted in the Stantec report, including: - handouts summarizing each of the program option categories, - a detailed comparison table of the options, and - a reference guide covering frequently asked questions. • In June 2012, CRD staff hosted a workshop focused on private property I&I for elected representatives. The purpose of the meeting was to present background information, options for moving forward, and to open dialogue on the topic. New ideas were discussed and those who were present endorsed the implementation of the consultation portion of the private property I&I plan.

Timeline	Action
	• On November 30, 2012, CRD staff put on a workshop for members of the Victoria Real Estate Board. The workshop was a collaborative effort between the Core Area I&I Program, Onsite Program (i.e., septic systems) and Cross Connection Program. The purpose of the workshop was to provide education and to promote the use of infrastructure inspection in the real estate industry.
2011	• CRD staff provided an overview of the 2010 Stantec report to elected representatives and recommended a full workshop in 2012. • CRD staff initiated an I&I-related educational program that included new educational materials and education outreach events including: an I&I brochure for residents, a comprehensive website, a survey used in 2012 to 2014, and educational videos. Public education regarding I&I will now be ongoing.

2010	• CRD staff commissioned a report, completed by Stantec Inc., showing potential management options for addressing private property I&I. The report included a summary of private property I&I programs used throughout North America, costs/effectiveness of these programs, and legal options for implementing programs in the region. The programs were generally a hybrid of one or more of the following categories:
	
	1. Education-based approaches:
	  • Brochures and websites
	  • Sewer lateral certificate programs
	  • Real estate disclosure forms
	2. Incentive-based approaches:
	  • Grants or rebates for inspection, repair or replacement
	  • Deferred payment program (low or no-interest loan)
	  • Property tax exemption
	3. Enforcement-based approaches:
	  • Time of sale requirement to obtain a sewer lateral certificate before transfer of title
	  • Fines on monthly utility bills for non-compliance
	  • Termination of water or sewer service for non-compliance
	4. Targeted inspection approaches:
	  • Agency identifies problem connections through investigation work (i.e. smoke testing)
	  • Agency may fund and/or undertake work to repair identified problems (i.e. with tax money)
	  • Alternatively, agency may employ incentive or enforcement mechanisms to have property owners repair identified problems (home owner pays potentially with municipal incentive.)
	
	• A workshop was held with municipal and regional staff to initiate discussion about options for implementing private property I&I programs, objectives, and potential barriers. It was agreed that the key objectives for a private property I&I program would be to: protect the environment, create system capacity, minimize costs, increase ownership responsibility and awareness, and minimize liability issues. A summary of this workshop is located in the Stantec report.

APPENDIX D

I&I EDUCATION WORK PRIOR TO 2021

Summary of CRD I&I Education Efforts to Date

Action	Description / Timeline
2020 to 2022	Private Property I&I: As a result of COVID-19, a number of planned education actions had to be put on hold. Efforts will resume in late 2022. Public Property I&I: IWS and the I&I program continue to produce monthly sewer use reports for each of the core area municipalities and First Nations.
2019 and 2020	**Private Property I&I** On January 23, the CRD had a booth at the 2020 Vision Victoria Real Estate Board conference and debuted the new I&I education approach to key stakeholders. The reception to the approach was exceptional. Of key significance: • Many realtors visited the booth and were interested in both the brochures and the detailed GAP document. In general, they noted that the materials were both useful and relevant to them. • Five realtor offices invited the CRD to present at their "Lunch n Learns" or "Coffee Talks", which realtor offices typically have each month. It is believed that the CRD could schedule similar talks for most real estate offices in the region as they are always looking for relevant content for these talks. • Tony Joe, local radio personality, invited the CRD to have an extended interview related to the I&I education approach on "The Whole Home Show with Tony Joe", a radio show on CFAX 1070 that focusses on real estate issues. It is a great sign that Tony Joe sees the value in the updated education approach because not only is he a realtor, he is a past president of the Victoria Real Estate Board and an Instructor for the British Columbia Real Estate Association. As a result of COVID-19, a number of planned education actions had to be put on hold. To move things forward, efforts will be made to target the key stakeholder groups (i.e. plumbers, home inspectors, realtors) potentially through targeted video's, webinars, etc.
	Public Property I&I IWS and the core area I&I program worked together to develop monthly wastewater flow reports for the core area municipalities and First Nations.
2018 and 2019	Developed an updated education approach making it more relevant to home owners and related stakeholders, as summarized in Section 2.2. The rollout of the updated approach was initiated in the fourth quarter of 2019.

2011 to Present	I&I was added to CRD outreach events where I&I materials were displayed along with those other CRD programs. In general, I&I was “featured” at four key events (e.g. home shows) per year and the materials made available upon request at an additional 10 events. From talking to CRD outreach staff, attending outreach events and talking to stakeholder groups, it is clear that I&I knowledge is low with the general public. Most people have little interest in the topic and say that they will deal with issues if they come up.
2010	The CRD I&I program, in collaboration with the core area municipalities, created a brochure, two sets of videos to help explain I&I, and developed an I&I website. This information is valuable when staff are providing notification to neighborhoods of upcoming video inspection, smoke testing, sewer rehabilitation or other work related to I&I management. The overall approach was consistent with other municipalities around North America.

APPENDIX E

REPORT DOCUMENTING PRIVATE PROPERTY I&I PROGRAMS FROM ACROSS NORTH AMERICA

2022 Update on Private Property I&I Programs

Supplementary research for the 2014 report entitled Private Property Inflow & Infiltration (I&I) Management Options for the ***CRD Core Area***

April 2022

Pinna Sustainability

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1 Scope and Purpose of this Memo

This report is an update to two previous reports commissioned by the Capital Regional District to identify Private Property Inflow & Infiltration (I&I) Management Options for the CRD Core Area ("2014 Report" & "2011 Report"). The 2011 Report included a review of the approaches employed by other jurisdictions in the management of private property I&I (PPI&I), and a review of the legal authority and considerations for adopting these approaches in the CRD context. Then, the 2014 Report highlighted a number of municipalities across Canada and the US that have continued to address private property I&I through various means. This memo serves to supplement the 2014 Report by providing an update that summarizes:

- The key drivers for municipalities that have implemented private property I&I programs.
- Of the programs originally reviewed, the programs that are most relevant to the CRD context, and their key drivers.
- The state of private property I&I programs in Canada, and in particular, a province-by-province summary of activity.
- A high-level review of the prevalence, type and key drivers for private property I&I programs in the United States (US), and in particular, a summary of activity in Washington State.
- A list of good practices being employed in other jurisdictions for managing private property I&I.
- Specific examples of sewer bylaws in Canada that address good practices for managing private property I&I.
- An understanding of how CRD compares relative to other jurisdictions with comparable contexts.

The updated information in intended to support the CRD as it embarks on further discussions among staff and elected officials in determining which approach is most suitable to its context. Appendix A provides an updated version of the table included in Appendix A of the 2011 and 2014 Report(s).

2 2022: Summary of Findings

Research conducted in 2022, including a desktop review and interviews, gleaned the following key findings:

- Most programs identified in 2014 are still in place in 2022. Where programs are no longer running, reasons for de-activation include: the lack of financial resources to continue to support the program, the impacts of the COVID-19 pandemic, and in one case, a program was cancelled for reasons unknown.
- Several jurisdictions highlighted in Appendix A have new programs in place (6 total) where all but one of them is an incentive-based approach. The City of Windsor has adopted a Mandatory Downspout Disconnection Program in targeted areas.
- A few jurisdictions have indicated that the only change to their program includes an increase in the percent or total dollar amount of rebates given. This is to reflect the realities of cost differentials between 2014 and 2022.

- One jurisdiction (Costa Mesa CA) changed their program to be proactive rather than reactive, and now has a CCTV program that they hope residents will participate in every 5 years.
- Due to the COVID-19 pandemic, several jurisdictions are no longer collecting late fees and / or penalties – to lessen the financial hardships already being experienced by residents. Further, the pandemic has shifted some outreach where fewer door-to-door visits are conducted.

The primary drivers of PPI&I programs continue to be those noted next, however, a few jurisdictions have pointed to specific extreme weather events that have triggered ongoing PPI&I work and / or have motivated residents to act by using existing programs.

3 Private Property I&I Program Drivers

As identified in the 2011 Report, BC municipalities have the legal authority to implement numerous types of programs to address inflow and infiltration from private property. To assist with identifying the most appropriate approach(es) for CRD member municipalities, this report seeks to clarify the reasons programs are being implemented in other regions (i.e. what is driving those regions to act) in relation to the types of approaches that are being employed.

Sewer systems in the CRD are “separated” – that is, the sewage is conveyed in a separate network of pipes than the storm water. The only exception is the “combined” sewers in the Uplands area of Oak Bay where the same pipes convey both sewage and storm water. Communities with combined systems have a different set of priorities and drivers, and tend to focus on ways to divert rainwater from the system altogether (e.g. by disconnecting downspouts from the collection system), or ways to minimize damage (e.g. by installing backflow prevention valves). These combined programs are generally not very applicable to the CRD context, so this research focuses on programs that are targeted at separated systems.

Based on the research conducted, it is estimated that less than 5% (and likely closer to 1%) of US municipalities with separated sewers have I&I programs specifically for addressing private property. In Canada there are very few such programs.

The primary drivers for PPI&I programs focused on areas with separated sewers typically fall into one or more of the following:

1. **Senior government requirements**: In numerous municipalities throughout the US, the EPA and/or State authorities have ordered sewer agencies to take action to reduce sewer overflows into fresh water in order to bring them into compliance with the *Clean Water Act*. In many locations, these orders specifically require action to be taken on private as well as public property. This is also the case in a selection of Canadian municipalities that have been ordered to comply with Federal *Fisheries Act* requirements.
2. **Basement backups or flooding**: Many communities across Canada and the US have identified the need to reduce basement backups and flooding that cause damage and

health concerns for private property. Primarily these programs relate to municipalities with combined sewers and focus on disconnecting downspouts from the sanitary sewer system, and/or removing illegal cross connections (when a storm water pipe is connected to a sanitary sewer).

3. **System capacity**: Communities are experiencing system capacity issues, where urban densification and/or new development puts strain on an existing sewer system. This can result in sewage overflows at specific locations during rainfall events. In some places, regional sewer authorities set capacity limits or costs for exceeding certain flow allotments, and this drives municipalities to develop PPI&I programs.
4. **Infrastructure maintenance and treatment costs**: A few municipalities cited that they developed their programs in a proactive manner, as part of long-term maintenance planning and/or to reduce treatment costs. More typically, this driver is a secondary reason or benefit for implementing a program.
5. **Climate change:** Since 2014, extreme weather events, including storms that lead to flooding have been noted in communities in both Canada and the US as contributing to the need for private property I&I programs.

Implementing private property I&I programs can be resource intensive and politically challenging, particularly when significant costs and/or burden are borne by property owners to fix a problem they were not even aware of. The first three drivers listed above are strong enough to support significant PPI&I programs. The fourth driver is weaker and by itself generally is not strong enough to maintain the political support needed for a significant I&I program targeting private property. The fifth driver is new to the report since 2014, and will likely continue to influence the need and desire for PPI&I programs, as the climate continues to change and communities across North America experience an increase in extreme weather events, including heavy precipitation and flooding.

The following table illustrates examples of programs in relation to the primary drivers identified.

Program driver	Examples of programs implemented
1 – Senior government requirements	An ordinance requiring a lateral be inspected and fixed at the point of sale of a property is highly effective, while also placing significant onus on the property owner at a time when they would not normally be undertaking that type of work. Of the over 20 point of sale programs identified across the US, all but two communities are under an order or decree with the EPA to take action to reduce sewage overflows. Other communities under federal orders decided to have the agency undertake the repairs, rather than requiring the property owner to do the work (e.g. Westlake OH and Fort Erie ON), or have insurance programs requiring all property owners participate.
2 – Basement backups or flooding	Many programs driven by a desire to reduce basement backups or flooding have insurance programs in place where an annual fee is added to utility bills and claims are made if a backup occurs. Other regions undertake testing then serve notice to property owners to fix problems identified (e.g. Halifax NS, Kingston ON). Numerous regions provide voluntary incentive programs to install backflow valves or disconnect downspouts to alleviate this flooding.

	One point of sale program was found that was driven by the need to reduce basement backs or flooding (Rock River IL).
3 – System capacity	There are a number of communities in the US that are not under agreements with the EPA, but are facing limits on system capacity. Programs in these areas include one point of sale program (Golden Valley MN), and several with an ordinance requiring inspection and repair of laterals at the time of major renovations (e.g. Lakeport CA, Santa Barbara CA and Ukiah CA). This approach is less onerous for the property owner because they are already engaging in a significant renovation project. One point of sale program was also found that was driven by limitations for new development (Golden Valley MN). At a regional scale where there are system capacity concerns, some regional agencies have set targets for each member municipality, then monitor wet weather flows to see if the targets are being met. If not, communities must respond by creating I&I management plans, increasing spending on I&I reduction efforts, or face surcharges. The result has been municipal programs that include grants for private sewer lateral replacements, targeted inspections followed by orders to do work where needed, and/or point of sale programs (Metropolitan Council of Environmental Services MN, Metropolitan Sewerage District WI).
4 – Infrastructure maintenance and treatment costs	Where the programs are in place in a more proactive manner, the typical form of program is a voluntary approach providing education, rebates, and in some cases, a requirement to inspect and repair laterals during major renovations. Examples include Tacoma WA (requiring education at time of sale), Costa Mesa CA and Brantford ON (incentives for repairs), and District of North Vancouver BC (requiring inspection and repair at time of renovation).
5 – Climate change	Several communities (Windsor ON, Westlake OH, Eagan MN, and Naperville IL) pointed to specific extreme weather events (i.e. heavy rains / flooding) that led to an increase in uptake of existing program offerings. MMSD reported that severe storms (2008 through to 2010) caused thousands of basement backups resulting in the announcement of a regional Private Property I/! (PPII) reduction program and the development of a comprehensive PPII policy.

4 Private Property I&I Programs – Canada

4.1 Drivers for Programs in Canada

Two Canadian municipal private property I&I programs were identified in the 2011 Report: the Town of Fort Erie Extraneous Flow Program, and the City of Thunder Bay Downspout Program. Each of these programs was formed in response to drivers that are not directly applicable to the CRD context. In Fort Erie, the program developed in response to a *Remedial Action Plan* created by Environment Canada and the Province of Ontario that was put into place to protect the Great Lakes from sewer overflows (driver #1 – senior government requirements). Some financial support for the program was also provided by Environment Canada. In Thunder Bay, the PPI&I program focuses on separating combined sewers by disconnecting downspouts.

Additional research was conducted to ascertain how many other communities in Canada have programs or approaches for addressing private property I&I. The research indicates that most of these programs are aimed at reducing basement flooding. The following table summarizes the

findings, including a summary of the drivers for the programs, and whether the program focuses on inflow sources (cross connections or combined sewers), or infiltration (leaky laterals). This table has not been updated since 2014.

Province	Program summary and drivers
Newfoundland	None identified.
Prince Edward Island	One program (Charlottetown) focuses on inflow removal in a combined system.
Nova Scotia	One program (Halifax Water) targets removal of improper rainwater connections into the separated system. Focus is on ensuring downspouts connect to the storm water system, and removing cross-connections.
New Brunswick	One program (Moncton) provides rebates for installing backwater valves to prevent basement flooding.
Quebec	One pilot project to disconnect downspouts (Quebec City) from a combined sewer system.
Ontario	Over a dozen programs, and almost all are driven by reducing basement flooding predominately in areas with combined sewers. Some are related to federal requirements to improve Great Lakes water quality. One community cites long-term infrastructure maintenance as the driver (Brantford) and one cites reducing costs for homeowners to do repairs as the driver (Windsor). Several provide rebates for disconnecting downspouts, or for redirecting storm water out of the sewer system. Two provide rebates for fixing sewer laterals (Brantford and Windsor). One provides financing for sewer lateral repairs (Cornwall). One regional I&I reduction strategy that identifies the need to improve private property sewer maintenance, and a commitment to identify an appropriate approach (York).
Manitoba	Provincial grant program currently provides funding to 22 municipalities to provide rebates for installing backwater valves to prevent basement flooding. Winnipeg still has 30% combined sewers.
Saskatchewan	Two programs (Saskatoon and Humboldt) provide rebates for installing backwater valves to prevent flooding. Separated systems in Saskatoon and Regina.
Alberta	One program (Edmonton) for flood prevention on a largely combined system. Also a private insurance program for basement backups. No program for Calgary, which has a separated system.
British Columbia	Two bylaws requiring lateral inspections / repair during major renovations or re-development (North Vancouver and Surrey). On a very small scale, municipalities have completed targeted I&I removal projects to remove cross-connections and repair laterals on private property. Metro Vancouver and CRD have identified policy and legal options for managing private property I&I.

4.2 Summary of Program Activity by Province

The following provides more detail about the programs identified that address private property inflow or infiltration in some form, organized by province. Where programs have elements that may be of interest to the CRD were identified, these were incorporated into the table in Appendix A (and are marked with an asterisk * below). The summary provided in Section 4.2 has not been updated since 2014. Appendix A was updated in 2022.

Newfoundland & Labrador: The Province undertook a study in 2012 to identify location and frequency of CSOs, SSOs and potential solutions, province-wide, in response to the proposed WSER (legislation for Municipal Wastewater Effluent, under the Federal *Fisheries Act*, enacted 2012). No community was identified that had any reference to a private inflow and/or infiltration program (though Mount Pearl has a successful cross connection control project).

Prince Edward Island: The City of Charlottetown was the only community identified with private property program, and it focuses on the removal of inflow sources.

- Charlottetown: Inflow reduction education campaign. The primary purpose is to reduce the numerous illegal connections of inflow identified. Concurrently, the City is working to separate their sewer system.

Nova Scotia: The Province is developing a wastewater standard to address the objectives of the WSER, including an approach to overflows. At a community scale, Halifax has been working to reduce inflow and infiltration since 1999. The utility Halifax Water formed in 2007 and has had a private side program for I&I reduction since 2008. No other communities were identified that have a private property inflow and/or infiltration program in Nova Scotia.

- Halifax Water*: Stormwater Inflow Reduction (SIR) program in place several years with an exclusive focus on private property I&I. The program includes: targeted inspection of private I&I sources through smoke, dye, and CCTV testing; notices to owners where repairs are needed; and follow up notices if work is not completed. A bylaw is in place to enable various forms of enforcement (shutting off water service, issuing tickets, placing property liens). The program previously included CCTV inspections of laterals from the inside of the dwelling, though this was onerous to conduct. The focus of the program is currently only on inflow sources.

New Brunswick: All municipalities are required to develop long-term plans to reduce combined sewer overflows and reduce overflows from infiltration by January 1, 2016. One existing private property program was identified in Moncton.

- Moncton: Backwater valve incentive program ($500 towards installation) to reduce basement flooding. City has both separated and combined sewers.

Quebec: One program was identified in Quebec with respect to private property inflow and infiltration (note: web searches were conducted in English only). This program focused on the reduction of basement flooding.

- Quebec City: Required downspout disconnections for one neighbourhood, funded by the City (launched 2005). Program results: 25% uptake on first round; 60% of remaining on second round; five more rounds, including warnings of $300 fine for not complying, and reached 100% compliance by early 2008. City has primarily combined sewers.

Ontario: Numerous programs were identified in municipalities and/or regions across Ontario, and four of these have been added to the table in Appendix A (as indicated by an asterisk*). Over a dozen programs were identified that addressed private property I&I in some form, and some of these are regional and cover numerous municipalities. Generally the programs are focused on reduction of inflow, and cite the reduction of basement flooding as the primary driver for having a program. The most comprehensive strategy identified for managing I&I was the York region.

- York Region* (Newmarket, Richmond Hill, Vaughan, Markham, and 5 others): Comprehensive I&I strategy addresses public and private sources. Planned and tendered a pilot project to conduct inspections and repairs for 3,000 private laterals to determine most cost-effective method of reducing I&I. After tendering, the Region changed the scope of the project to only focus on the public portion of the lateral due to uncertainties about the legal implications should any damage to private property occur during the project. The strategy also identifies the need to address private property I&I through one or more of the following: increased education, incorporating lateral information into GIS, developing region-wide standards for private side inspections, and investigating long-term program options (including time-of-sale certification of laterals and subsidy programs) – though these have not been implemented to date.
- Brantford*: Grants to replace ageing sewer laterals (50% up to $1,500) started in 2014. City also took back ownership of lateral from property to main effective 2014.
- Windsor*: Grants to replace ageing sewer laterals (up to $2,000 once every 20 years).
- Kingston*: Grant program to reduce basement flooding, and stronger bylaw language adopted in 2012, including enforcement measures if private sewer laterals are not properly maintained.
- Cornwall: Sewer Lateral Replacement Financing Program.
- Niagara Falls: Grants for disconnecting foundation drains (100%), and a free service to inspect the condition of a private lateral upon request. Driven by Federal and Provincial requirements in relation to protection of the Great Lakes basin.
- Port Colbourne: New *Sewer Use Bylaw* supporting an Extraneous Flow Reduction Program enabling the City to undertake inspections of private laterals to identify need for repairs, and to provide grants for some or all of the repair work. Driven by Federal and Provincial requirements in relation to protection of the Great Lakes basin. Combined system.
- Hamilton: Proposed insurance program where residents voluntarily pay a monthly fee for sewer lateral insurance. Generally considered a reactive approach as laterals are fixed after a backup or problem becomes evident.
- Region of Waterloo: Storm sewer inspection program using video to identify areas that require rehabilitation. All storm sewers to be inspected and flushed over five years.
- Several other municipalities: Downspout and foundation drain disconnection programs, including grants to assist with the costs of disconnecting, are quite common across Ontario. Other municipalities include with these programs include Toronto, Ottawa, Halton Region, Region of Peel, Brantford, London, Durham Region, Greater Sudbury, St. Catharines, Vaughan, Welland and Cornwall.

Manitoba: Grant program that provides funding for installation of backwater valves and sump pits is provided to 22 municipalities across Manitoba, and is jointly funded by the two levels of government. Significant focus province-wide is on reducing flooding risks.

- Winnipeg: The City is an early adopter of a bylaw requiring backwater valve installation (1979). City also has a grant program to reduce basement flooding, including backwater valve and sump pit installation rebates. 30% of the city still has combined sewers.

Saskatchewan: Two programs were identified in Saskatchewan, and they focus on reducing inflow. A program was previously available for Prince Albert but no current reference found for this. The focus of these programs is reducing flooding risks.

- Saskatoon: Grant program to reduce basement flooding for backflow preventer installation, foundation drain disconnection, and sump pump installation. Program had general public resistance and slow uptake. All homes built 1965 to 2004 have foundation drains connected to the sanitary system.
- Humboldt: Storm Water Rebate Program is similar to the Saskatoon program and focuses on flood prevention.

Alberta: One private property inflow reduction program was found in Edmonton. In 2011, EPCOR Utilities announced a joint marketing agreement for service line warranties with HomeServe. This is a voluntary insurance program.

- Edmonton: Grant program to reduce basement flooding in place since 1991. City has combined sewers.

British Columbia: Two municipalities in BC require the rehabilitation or replacement of sewer laterals at the time of major renovations and re-developments (e.g. City of Surrey and District of North Vancouver) and some municipalities have “rodding lists” (e.g. City of Vancouver and District of North Vancouver) to perform regular clearing of laterals on the public side.

- District of North Vancouver: all building permits of value greater than $150,000 with connections over 30 years old must demonstrate the lateral meets MMCD or equivalent standards. Also, since the 2011 Report, the District of North Vancouver undertook a project to reduce I&I from private properties in Lynn Creek. Metro Vancouver undertook a study of how to implement a private sewer lateral certification program at the time of property sale, but have not yet taken steps to implement this.
- City of Surrey: all applications for a service connection with a building permit of value greater than $100,000 or where a parcel is being redeveloped must demonstrate their lateral is in good condition (if under 30 years old), or replace it (if over 30 years old). All no-corrode, asbestos cement or clay service pipes of any age or condition must be replaced.
- Metro Vancouver and CRD: both regional districts have reports (including the 2011 Report) that identify the policy options and legal authority for municipalities to develop and implement programs to address private property I&I. Metro Vancouver also has a Sample Bylaw for private sewer laterals.
- Some municipalities have undertaken work on private property laterals to get them into better condition as part of targeted I&I reduction projects (e.g. James Bay in Victoria, Lynn Creek in North Vancouver)

In summary, the vast majority of communities in Canada with private property programs are driven by the need to reduce basement flooding, and a couple of programs are in relation to senior government requirements. The more proactive programs identified that apply to separated sewer systems were in Brantford Ontario – a rebate program for repairing a private lateral, and in North Vancouver and Surrey – bylaw requirements to inspect and/or fix private laterals at the time of renovation or re-development.

5 Private Property I&I Programs – US

5.1 Drivers for Programs in the US

Twelve programs from the US were reviewed in the 2011 Report. This memo clarifies what were the key driving forces for developing the programs (see updates for each program in Appendix A, including a new column "Primary drivers for the program"). The majority of the examples presented in the 2011 Report were driven by senior government requirements (driver #1) because the EPA had issued administrative orders or consent decrees due to violations of the Federal *Clean Water Act*. The others were related to capacity concerns (driver #3) as follows:

- **Senior government requirements** (EPA): McMinnville OR, Berkeley CA, Brentwood and Glendale MO, Austin TX, Miami-Dade FL
- **Capacity** (reduction of sanitary sewer overflows): Santa Barbara CA, Westlake OH, Costa Mesa CA, Naperville IL
- **Regional surcharges** to municipalities for wet weather flows: Eagan and Golden Valley MN (note – these regional surcharges are driven by desire to reduce spills and increase capacity)

This list highlights the primary drivers, although in most cases communities cite numerous drivers for taking action. There are, however, useful examples from communities that are not facing US EPA orders (e.g. Costa Mesa CA, Santa Barbara CA, Metropolitan Council MN communities). Note that all US examples in the 2011 Report have fully separated sewer systems, or where there are combined systems, the focus of the private property program has been on areas with separated systems.

5.2 Summary of Program Types and Drivers by State

In 2014, a high-level scan of programs in place across the US identified upwards of 100 communities with some form of private property I&I program. Without a more in-depth study a more precise estimate is not possible, however the overall number is likely in the hundreds of programs, and not likely to be as high as thousands of programs. For context, that is less than 5% of municipalities, and more likely close to 1%.

In 2014, PPI&I programs were found in 21 states. California municipalities appear to have the most number and types of programs (e.g. required education, renovation ordinance, point of sale ordinance, agency undertaking the work on private property, rebate programs, loan programs). Very little activity was found in the Pacific Northwest other than a required education program in Tacoma, a number of pilot studies in King County, and loan programs for low-income households.

The results of the scan are summarized by state with a brief indication of the type and driver for the programs:

Alabama: 1 EPA order found – agency fixes laterals in examples found

California: Several EPA orders – most have point of sale programs
Non-EPA cities – some have ordinance requirements for renovations (but not for

point of sale), rebates, “required education” (information is provided during real estate transactions on property reports)

Colorado: Basement backup prevention

Florida: EPA order for Miami-Dade – program required property owners to fix problems identified

Illinois: Mostly downspout/foundation drain disconnection programs
Some programs where City does the work to fix laterals on private property

Indiana: Mostly downspout/foundation drain disconnection programs
2 insurance programs (where property owner pays monthly fee, then insurance covers repair/replacement costs if problem found)

Kansas: 1 rebate program
Some downspout/foundation drain disconnection programs

Kentucky: 1 rebate program
1 downspout/foundation drain disconnection program
1 program where the agency fixes private laterals

Michigan: Several programs where the agency fixes private laterals

Minnesota: EPA orders with point of sale ordinances
MCES also has regional requirements related to capacity – 1 city in MCES has a point of sale program due to capacity
1 agency requires property owners to undertake fixes, but agency pays 50%

Missouri: EPA order for St Louis County
Numerous insurance programs

Ohio: EPA orders – 1 agency fixes the private laterals; 1 has a point of sale ordinance
Non-EPA cities have downspout disconnect programs

Oregon: EPA order for McMinnville and city requires property owners to fix problems identified

Pennsylvania: EPA orders – several have point of sale ordinances and/or city inspects and requires property owners to fix laterals

South Carolina: 1 rebate program
1 city that fixes private laterals

Tennessee: 1 city that fixes private laterals

Texas: EPA order for Austin – city requires property owners to fix problems
Dallas also requires property owners fix problems, no EPA order found
2 low income programs
Backflow preventer program

Virginia: 1 Region with municipal flow commitments
1 downspout disconnection program

Washington: Loan and low income programs
King County pilot studies (where County fixed laterals to assess cost effectiveness
Tacoma has a required education ordinance for point of sale, but no requirement to inspect or do work

Wisconsin: Education and loan programs

Wyoming: 1 insurance program

5.3 Washington State Approaches

Of particular interest to CRD are the approaches undertaken by their neighbours in the Pacific Northwest.

King County in Washington State is engaged in a long-term program, in collaboration with local wastewater agencies, to reduce I&I when cost effective to do so in the separated sewer systems.

In 2014, this program had been entirely agency-led and had not put any onus on property owners, other than to obtain their permission to complete the rehabilitation projects. All work and costs were borne by the County. I&I reduction projects involved the rehabilitation of public and private sewers in select basins where expected reductions are deemed to be cost effective (because they will avoid the cost of future storage and diversion needs).

In 2015, the Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC) I&I Task Force was created to formulate ideas for I&I programs that could benefit the regional wastewater system by looking at long-term solutions to significantly reduce and remove I&I from the sewer system as a whole.

The first phase of this work (2017-2019), which has been completed, was a planning phase and aimed to explore different concepts to reduce I&I programmatically and with a focus on private side sewers. Concepts included region-wide side sewer standards and inspection training, interagency coordination to identify and manage I&I, side sewer inspection and repair programs, and side sewer grant/loan programs. This planning phase resulted in three programs being recommended by MWPAAC for further definition and consideration, they are:

1. Regional sewer and side sewer standards
2. A regional inspector training and certificate program, and
3. A private side sewer inspection program with financial assistance

As of 2022, planning has led to the definition of two program options. The regional best management practices were recommended by MWPAAC for voluntary implementation by component agencies (largely community education) while the training and certificate program was not recommended. The third program listed above was not completed because it is being considered as part of a broader sewer system planning effort.

No programs were found for the City of Seattle, or other municipalities in King County.

The City of Tacoma attempted to proactively implement a time of sale program without a strong driver such as an EPA order. The program lost political support just prior to implementation. Further details are provided in Section 5.2, which highlights some problems communities have faced when implementing these programs.

The result was that, effective 2010, Tacoma realtors are required to provide the City's information package on sewer laterals to both buyers and sellers prior to closing of a property. The City also provides the package to any property owners who request a building permit. The package recommends conducting a sewer lateral inspection prior to completing the purchase or

renovation on any home more than 25 years old. The City has levied a few fines against realtors who did not hand out the package, and the homes later encountered sewer problems. Anecdotal information from City staff suggests that there has been an increase in the number of sewer lateral inspections being conducted during real estate transactions. The City has also made information about the condition of sewer laterals available on their property search website, along with all other permit information, and includes age and condition of the lateral where available. City staff continues to review options to further develop programs for I&I removal from private property.

Since 2014, little has changed at the City of Tacoma, however, a conversation with staff at the City revealed that although the realtor program is still occurring, there are few ways to enforce it, and therefore no clear way to know if the program is being implemented. The City did report an increase in residents that are having sewer issues and coming to the City for support, which may be as a result of more frequent wet weather events or turnover of homes in an active real estate market.

6 Example Problems Related to PPI&I Approaches

6.1 Inadequacy of Education Alone

It has been found that education alone is not effective for reducing PPI&I. Some communities that originally opted to pursue purely educational approaches are now finding that it is time to re-evaluate options for further addressing private property I&I.

For example, a 2014 staff report from Laguna Beach City in California states that the City's 10-year awareness program has been ineffective, and it is now seeking to update the program. The program involved educating owners about lateral inspection and maintenance, and encouraging voluntary action. In 2022, the City is implementing a Private Sewer Lateral Repair Program where the City offers an incentive to encourage and assist homeowners with the repair or replacement of their sewer lateral line. The City of Laguna Beach will reimburse up to 50% of the homeowner's cost to repair or replace a private sewer lateral, up to a maximum of $1,600 per residential parcel.

6.2 Loss of Political Support

The City of Tacoma proactively updated their Municipal code to directly address private property sewer laterals (called "side sewers" in Tacoma). This program was originally designed to be more prescriptive by requiring a "Certification of Inspection" be obtained from the City prior to completing a home sale. The intent of the original program was to ensure prospective homeowners understood the current state of the sewer lateral prior to completing the purchase. The City developed the original program based on two years of consultation with the real estate industry and other stakeholders. However, shortly before the ordinance was to come into effect Council directed municipal staff to significantly reduce the requirements of the adopted PPI&I ordinance in response to pressure from real estate agents. No changes to this program have been made since 2014.

6.3 Liability Fears Related to Working on Private Property

The Regional Municipality of York engaged a consultant to conduct a condition assessment, detailed design, contract administration and site inspection services for about 3,000 private property sewer laterals throughout the region (for a value of 1.06 million dollars) in the fall of 2013. However, during early project planning, the regional municipality's legal department became concerned about the potential liabilities associated with working on private property. The project scope was then changed to only include the inspection and rehabilitation of the service lateral (from the main to the property line). The region is currently considering other avenues for evaluating and rehabilitating private sewer laterals, as these have been identified as an important part of their comprehensive I&I reduction strategy.

7 Good Practices for Addressing PP I&I

This section outlines a collection of good practices for addressing PPI&I. It is based on the research conducted for the previous sections of this report and a review of best practice research conducted in other regions.

7.1 Clear Vision, Mission Statement, Goals and Scope

Establishing a well-defined vision, mission statement, goals and scope will support the development of the program, and provide structure at decision-making points. This includes having a strong understanding and agreement on the drivers of the program, and buy in from stakeholders and local government / agencies. The scope can be adjusted over time to meet the needs of the program and jurisdiction.

7.2 Bylaws Pertaining to Private Sewer Laterals

A good practice identified by numerous agencies is to first conduct a review and update of existing bylaws to ensure they are explicit about several important aspects of sewer lateral maintenance. The 2011 Report outlines the options available to municipalities in CRD for managing private sewer laterals, and also provides a sample bylaw that was developed for Metro Vancouver municipalities (attached as an appendix to the 2011 Report).

Appendix B contains sections from Canadian municipal bylaws relating to PPI&I. It demonstrates how PPI&I approaches can be implemented through bylaws and is organized by the following key elements:

- **Responsibility of owner** – to clearly state property owner responsibilities in maintaining laterals
- **Cleanouts required** – to assist with future testing and access, some municipalities require cleanouts be added under certain trigger conditions
- **Entry and testing** – to state the legal authority for the municipality to enter private property to conduct testing, and to undertake work; this section usually identifies part or all of the process to be followed (e.g. type of communication, amount of advance warning provided)
- **Require fix of defects** – to state the legal authority for the municipality to require property owners to fix defects; this section usually identifies the circumstances that will trigger this requirement

- **Require inspection for renovation or new construction** – a special condition currently found in two bylaws stating laterals must be tested and/or fixed when undertaking major renovation or new construction
- **Fees, recovering costs** – to state the authority for municipality to do the work then recover the costs from the property owner
- **Financial assistance, monetary incentive** – to identify the purpose and authority to provide financial assistance for fixing laterals; note that many grant programs don't explicitly identify this in their bylaws
- **Enforcements, penalties** – to clearly state the enforcement approach and penalties that may ensue for non-compliance

This summary of key elements of a sewer lateral bylaw is not exhaustive (see the 2011 Report for a more extensive list and description). It does highlight the need for clearly stating the municipal authority to enter onto property, test, inspect, require fixes, charge fees and enforce penalties for non-compliance.

7.3 Testing Private Property I&I

With respect to entry and testing, no Canadian bylaws reviewed provided details of the method of testing or inspection that would be conducted (though this is present in several US ordinances reviewed). Several municipalities in Canada do have testing programs primarily employing smoke testing to ascertain whether inflow sources are illegally connected to the sanitary sewer system. Municipalities that have undertaken smoke testing for this purpose have outlined their testing policies and procedures on their website. These procedures include providing notice to property owners with dates and times of upcoming smoke testing, providing notice to emergency services (fire, police) of the location, dates and times of smoke testing, and providing answers to Frequently Asked Questions with the notice and on their websites.

Examples of the notices and/or procedures for conducting smoke testing programs include:

- London ON: Report from staff to Council Committee outlining the procedures to be followed and an example public notice to be provided to property owners.
- Markham ON: Website provides overview of purpose, links to sewer bylaw and requirements being tested, maps of program areas to be checked, links to Council Minutes relating to the program, other educational information, and a rebate program to assist with disconnecting downspouts and/or installing rain barrels.
- Halifax NS: Written notice of smoke testing is provided to properties in advance of testing, police and fire is notified each day prior to testing.
- Regional District of Nanaimo BC: RDN notice of smoke testing listing specific times and dates that testing will be conducted in specified locations for the purpose of identifying cross connections.

Examples and links of notices / procedures conducted since 2014 can be found in Appendix C.

7.4 Standards, Guidelines and Policies

In addition to reviewing and updating bylaws, many communities also review and produce or update standards for construction of private sewers, guidelines for executing private property rehabilitation, and policies that ensure standards and guidelines are applied consistently.

The region of King County developed a comprehensive set of Standards, Guidelines, Procedures and Policies for use in long-term I&I control (2004). The document addresses both public and private infrastructure, and is based on the first five years of experience in I&I control projects. The 15 policies are designed to support the application of standards and guidelines in I&I control projects, and address the issues of: funding, public education, access to private property, inspection, permitting, liability, and storm water drainage. The County plans to review and update the document as needed following the completion of larger scale projects, which have just come to completion.

The Region of York is developing region-wide standard procedures for private side inspections, including notification materials and consent/ waivers. They plan to use a standard ROE (Right of Entry) form across the region, to be signed by the property owner.

For agencies that issue a sewer lateral certificate of compliance, more recent programs are distinguishing between watertight laterals (which receive a 25-year certificate) and laterals in good condition (which receive a 10-year certificate). To receive a 25-year certificate, laterals must pass a hydrostatic pressure test. 10-year certificates are issued to laterals that pass a CCTV inspection.

In 2018, the CSA Group published Z800-18- Guideline on Basement Flood Protection and Risk Reduction to provide guidance on making homes safer and more resilient against flood-related events. The guideline, a response to the effects of the changing climate has the goal of helping people “feel safer in their homes through flood protection and avoid the high costs associated with repairs”. In addition to providing measures that can be taken in existing, new, rebuilt and renovated houses under the National Building Code of Canada (NBCC) Part 9, the guideline also serves as the basis for the curriculum of a new training course for home inspectors.

7.5 Communications and Education

Education alone will not result in noticeable changes in I&I; however, all agencies agree it is essential to have a strong focus on this when implementing any program. Effective campaigns in Canadian communities have occurred in conjunction with targeted programs that have strong regulatory backing cited in the communications material.

In Halifax, the utility (Halifax Water) contacts property owners requiring them to take action on their improperly connected downspouts or cross-connections when smoke testing reveals problems. The program initially had an uptake rate of approximately 40% of property owners that responded to Halifax Water's communications. This rate increased to 90% uptake last year after improvements were made in the communications methods, including:

- Improvements in customer care, including longer hours of availability (to 8pm) and email communication,
- Increased staff,
- Virtual open houses where residents are asked to be proactive, and
- Addition of door-to-door knocking when staff is already out in a neighbourhood.

Other communities such as Tacoma have taken advantage of natural times to communicate with property owners and provide education about I&I – at the time of property transfer (through realtors) and at the time of major renovation (through the City building permit department).

Lateral certificates are another tool used to educate the public on their responsibility to maintain their private property laterals. In general, lateral certificates certify compliance for a period of time (e.g. 10 or 20 years). The City of Lakeport CA has a voluntary certification program for this purpose.

7.6 Checkpoints for Long-term Maintenance

Communities under EPA orders to reduce inflow and infiltration are typically required to put into place ordinances that ensure private laterals will be inspected and rehabilitated at regular checkpoints on an ongoing basis, in addition to taking immediate actions to reduce sewer overflows. This demonstrates a good practice for long-term maintenance, which is also being implemented by some communities more proactively. Checkpoints (or triggers) for inspection are typically one or more of the following:

- When a property is re-developed
- When obtaining a building or plumbing permit exceeding a particular value
- At a particular age of lateral (e.g. laterals 25 years old)
- When a property changes use (e.g. from residential to commercial)
- Time of sale of property, name change on municipal / utility account (not common in proactive programs)
- When work is being conducted in the area on community roads / laterals

These are typically designed to try to align with commitments to regular inspection on the public infrastructure. The use of the age of lateral checkpoint is more common with commercial properties. York Region, Halifax Water and Metro Vancouver are investigating options to put a longer-term checkpoint into place. Both Halifax Water and Metro Vancouver have had preliminary discussions with the real estate industry regarding the option to include the condition of the sewer lateral on property disclosure statements.

7.7 Data Collection and Management, Including Defined Performance Measures

Developing data collection approaches, and defined performance measures that align with the vision of a program will help ensure the sustainability of the program. In addition to the tracking information noted next, communities should develop approaches to track program information, including, the number of laterals inspected / repaired on an annual basis and the cost of implementation to the community.

Communities are tracking information about the condition of private laterals and incorporating the data into broader sewer information systems. For example:

- The City of Kingston used a GIS overlay of the location of flooding complaints to target their program efforts towards those catchments.
- The City of Tacoma publishes known information about private sewer laterals along with permit information for all properties in the city, publicly accessible through a web-based interface.

- The Region of York plans to develop an inventory through a review of historic plumbing records, combined with all new inspections conducted to better understand the state of the private system.
- Many communities are monitoring I&I rates before and after rehabilitation work.

These good practices are being demonstrated in various programs throughout Canada and the US. To date, no region in Canada has put in place a comprehensive program that incorporates all of these elements.

7.8 Program Management, Sufficient Staffing, and Acceptable Technologies

Communities implementing I&I programs should have strong program management processes in place, and knowledgeable staff to spearhead the program. In most cases, jurisdictions involved in this review had one person who was the lead on the I&I programs, and could ensure its effective delivery. Prior to implementation, a decision about who manages the program should be determined, including whether it is internal or external (i.e. a consultant) and if it is internal, choosing an individual to champion the program.

Appropriate practices and technologies relevant to the type of I&I program that will be implemented also need to be identified. These might include written policies and procedures, technical specifications, approved methods and materials, and inspection criteria. Further, appropriate and efficient tracking mechanisms should be adopted such as databases and websites.

Appendix A – Survey of I&I Programs in Other Jurisdictions – Updated 2022

Key findings and updates to Appendix A (2022):

- Six new programs in place:
  - Basement Flooding Grant (Brantford ON)
  - Mandatory Downspout Disconnection (City of Windsor)
  - Sewer Lateral Repair Program (Brentwood, MO)
  - Sewer Inspection Rebate Program (Costa Mesa, CA)
  - Sewer Lateral Inspection Program (Santa Barbara, CA)
  - Sanitary Sewer Backflow Prevention Device Program (Naperville, IL)
- Four programs no longer running:
  - Due to COVID-19 Pandemic (City of Kingston)
  - Lack of funding (Santa Barbara, CA)
  - Lack of enforcement / no political well (Miami-Dade, FL)
  - Reasons unknown (Golden Valley, MN)
- Sewer rates for residents remain the same regardless of age of home – some communities charge different rates based on home type (i.e. house / condo / townhome).
- Where testing of private laterals occurs during routine testing on the public side, the following measures are put in place to eliminate liability:
  - Written permission is required from the property owner (Miami Dade)
  - Property owner is notified of requirement for inspection to occur (Santa Barbara)
  - Private property testing is support by an ordinance or bylaw (Town of Fort Erie, Halifax, Santa Barbara)
- Drivers remain the same, no indication that political will is causing any programs to be cancelled or delayed. Extreme weather events / adaptation to climate change has emerged as a driver since 2014.
- Rebates including total dollar amounts and percentages have increased slightly in some communities to reflect the realities of increased costs.
- Several communities have put a hold on penalties due to COVID-19 pandemic and financial hardships already being experienced by residents.

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
CANADA						
Town of Fort Erie, ON **Population 30,000** Program for separated system	Incentive Approach	**Grants to Property owners** for the costs of repairs made to reduce extraneous flow. 100% reimbursement to a maximum of: ○ $100 for the removal of roof leaders from the sanitary sewer ○ $500 for the removal of existing sump pump connections from the sanitary sewer ○ $2,500 for the removal of foundation drains connections from the sanitary sewer ○ $1,500 for the repair or replacement of a leaking private sewer lateral ○ $1,000 for the installation of an approved backflow prevention device	History of overflows to environment: in 1987 the Niagara River was designated an Area of Concern in the Great Lakes Basin by the International Joint Commission. In response, Remedial Action Plan created by Environment Canada and Province of Ontario. Snowmelt events have led to loading and trucking sewage out of overloaded pump stations.	90% inspections now complete. Residential: 24% infrastructure failures found in inspections Public: < 5% infrastructure failures Over 3 years the Town reduced extraneous flow from about 60% to about 40%. Now working to reduce from 40% to 20%.	Costs: 1. Crescent Park: Overall cost $211,743 to date. Approx $850/lateral, includes public side inspections. 2. Outside of Ward 3: Overall cost: 221,516 to date. Approx $990/lateral, includes public side inspections. Funding: ○ Annual budget deliberations ○ Federal funding (2007 $130,000; 2008 $80,000) ○ Regional funding	Extraneous Flow Reduction Subsidy Program By-Law 68-06 Being a By-Law to Regulate the Management of a System of Sewer Works and Drainage Works (3.8.5)
	Targeted Inspection Approach	**Inspection Requirements from Municipality** to customers to arrange for in-home inspections to complete a video of all private side sanitary sewer laterals. Program targets inspections to most flood-prone areas.				
	Regulatory Approach	**Sewer Bylaw** specifies: ○ Owner must allow access to building or premises for inspection, maintenance, repair ○ If problem identified, owner is notified to fix. Owner will pay costs incurred directly, or it will be added to the tax roll for the property. If a lateral is found to be non-compliant, the Town may terminate water service or				

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
		perform the necessary repairs if the owner does not after sufficient notice. The Town may then recover the full cost of the work from the owner through municipal taxes.				
City of Thunder Bay, ON **Population 110,000** Program for combined system	Incentive Approach	2020 Residential Drainage Rebate Program**:** ○ Targets areas that experienced sewage-flooded basements during heavy rainfall events, particularly in older residential/commercial neighbourhoods where downspout connections to the sanitary sewer (instead of storm sewers) were most common. ○ The City contracted with a private not-for-profit organization, EcoSuperior Environmental Programs, to aid property owners: • Sump Pump - 50% of the invoiced cost up to a maximum of $1,500.00 including labour, materials, permit and taxes • Backflow Prevention Valve - 50% of the invoiced cost up to a maximum of $1,750.00 including labour, materials, permit and taxes • Disconnect Weeping Tile - 100% up to a maximum of $500.00 including labour, materials, permit and taxes • Installation of new Storm Sewer Connection - 50% of the invoiced cost to a maximum of $1,500.00 including labour, materials, permit and taxes • Rain Barrel Program was introduced as one alternative to redirect downspouts. The City offered 45-gallon rain barrels with a $20 discount, available only to city residents with a water account	Alleviating basement flooding: reduce inflow and infiltration with significant focus on reducing inflow sources. Prior to the program, 70 100 basements would flood several times per year. Information provided in 2022 indicates that uptake of the program has slowed in recent years – this may be in part due to the pandemic, and it could also be as a result of the fact that many homes have already completed upgrades.	Information from the 2014 report indicated that, in total, 786 properties were identified, 64% of which complied and disconnected their downspouts from the sanitary sewer. Those properties not able to disconnect (for various reasons), are being dealt with as road/ infrastructure upgrades occur. Estimated savings of $980,000 from reduction of inflow and infiltration from 2000 to 2006. In 2021, 27 applications for the Drainage Rebate program were received. In total, there have been 800 applications to the program since it began.	Property owner pays. Estimated savings of $17,000/year which would have historically been paid out in overtime to deal with rainstorm events (based on 2 events per year). Estimated cost savings from reduced insurance claims is approximately $60,000/year.	Melissa Davidson / melissa@ecosuperior.org Lindsay Menard / lindsay.menard@thunderbay.ca
City of Brantford, ON **Population 98,000** Separated system	Incentive Approach	**Private Sanitary Sewer Lateral Replacement Grant Program**: In 2014 the City began offering a grant of 50% up to $1,500 to replace an ageing sewer lateral. The intention is to proactively prevent backups and to benefit overall I&I reduction. Note that the City also took back ownership of the laterals from the property line to the main effective 2014. This is the only grant program for laterals in Canada found that applies where the property owner is only responsible for the lateral to the property line. **Basement Flooding Prevention Grant:** Provides up to $2000 to help lower the risk of flooding, eligible work includes; disconnecting downspouts, disconnection of weeping tiles from sewer and reconnection to sump pump, and installation of a backwater valve. Only available to homeowners in North-East Flood Remediation Study Area.	Proactive program to prevent sewer backups into homes, and to benefit the overall I&I reduction goals of the City.		Since the Program was established in 2014, $435,000 in grant funding has been provided for a total of 333 grants. Staff are recommending $50,000 to be approved to allow this successful Grant Program to continue in 2019.	Staff report – Funding for Private Sanitary Sewer Lateral Replacement Grant Program Basement Flooding Prevention
City of Kingston, ON **Population 123,000**	Incentive Approach (inflow)	As of winter 2022, this program has been suspended: **Preventative Plumbing Program**: to reduce basement flooding: provide a grant to disconnect downspouts, sumps, weeping tiles. ○ Grant program does not cover lateral repairs, but will cover a video inspection of lateral. ○ Program manager actively identifies catchments with high flooding, sends letters to property owners, then goes door-to-door. Where external visual inspection is not enough, a CCTV is offered to determine if any illegal connections.	Reduce risk of sewage backup to homes and secondary driver is reducing strain on whole system, particularly by eliminating illegal connections.	Since the program began in 2012, $1,610,000 in financial assistance has helped 1,050 Kingston homeowners, including with the removal of 163 illegal connections to the sanitary system [statement from 2018].		Bylaw 2008-192
	Regulatory Approach (laterals)	**Bylaw** for maintenance of laterals: ○ Updated bylaw in 2012 to include enforcement option for City to disconnect water for not repairing structural defects within 30 days of written notice. ○ As of 2014, City has new enforcement tool to issue tickets ($200) for non-compliance.				

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
City of Windsor, ON **Population 233,800** Separated and Combined system	Incentive Approach	Grant program for replacement of old sewer laterals. ○ Grants to replace sewer laterals that are over 20 years old and in disrepair ($2000, $4000 or 50% on arterial/collector roads). ○ City created a pre-qualified list of private drain connection contractors that are eligible for the grant. ○ City also has an "Eeling program" where the City conducts clean-outs up to 3 times in a 24-month period for free, as long as the clean-out is for City tree roots.	Property owner is responsible for the sewer lateral up to the main. This program assists owners with rehabilitation costs, and with free eeling related to City tree roots.	Properties per year that obtain the rebates: 2018: 110 2019: 79 2020: 85 2021: 72 Approximately 700 to 1,100 properties per year participate in the Eeling program to remove tree roots from laterals.		Bylaw 4921 for Servicing of Private Sewer Connections By-law 26-2008
	Regulatory Approach	Mandatory downspout disconnection program for certain areas. Exemptions will be made on a case-by-case basis.	Due to recent flooding			
Halifax Water, NS **Population 414,800** Separated, except in some older parts (program applies to separated)	Regulatory Approach: Mandatory Inspection Program	**Private Property Inspection Program**: The Stormwater Inflow Reduction (SIR) program includes smoke, dye and CCTV testing of private laterals to identify sources of inflow, or significant infiltration if found. ○ Where repairs needed, notices given to owners to fix; follow up notices given if work not completed. ○ Bylaw in place that enables various forms of enforcement: may shut off water, issue tickets, or put liens on properties (where funds are owing). ○ Program targets both residential and ICI; tends to focus more heavily on ICI. Target properties chosen each year by evaluating multiple criteria in a matrix. ○ Future plans: investigating options for point-of-sale requirements or other trigger (e.g. age of home/lateral); have had early discussions with realtor association regarding property disclosure forms.	Reducing overflows, system capacity and, later, in response to WSER (legislation for Municipal Wastewater Effluent, under the Federal Fisheries Act, enacted 2012).	Uptake significantly increased over the years, likely due to improvements in customer service and communication. Employed enforcement measure of shutting off water once (for a cross-connection, and only after years of discussion). Incident received a lot of media, and has likely led to increased uptake, particularly with ICI customers.	Funding: Utility operating budget	Halifax Regional Municipality Charter, sections 13, 61, 64, 79 Patricia Isnor / 902-483-8187
Regional Municipality of York, ON **Population 1.11 million** Separated system	Comprehensive I&I Strategy and Pilot Projects	In 2014, York Region was planning to conduct pilot studies to test effectiveness of specific rehabilitation techniques and methods, then will determine best management approaches moving forward. ○ Municipal programs: some local programs funded by developers in exchange for allocation of new units of development. In 2018, York Region launched a private-side I&I reduction pilot project in partnership with the local municipalities in two study areas. 63% of residents in the pilot study areas engaged with the Region and its representatives, resulting in 42% of residents signing up to participate in property inspections.	Sanitary sewers located on private properties make up more than 50% of York Region wastewater conveyance system in length. Experience in other municipalities has indicated that I&I sources on the private side can contribute 60%-80% of I&I in a wastewater system.	With information gathered in the pilot study, the Region is committed to support local municipalities in the development and implementation of new private-side programs, through a toolkit consisting of: • Standardized materials and messaging across the Region as education and outreach is critical to drive citizen participation • Program models that can be customized for program planning and initiation • Analysis of results through Region's flow monitoring program • Administrative processes and applications	2014 Budget: Estimated private side remediation program budget of $10 million for Phase 2 (inspecting and re-lining ~3,000 private sewer laterals)	2021 York Region Inflow and Infiltration Reduction Strategy Update
USA						
City of Lakeport, CA **Population 4,900** Separated system	Regulatory Approach: Inspection with Permits and Certificate Program	**Requirement for Certificate with Permit**: Ordinance requires private laterals be cleaned, inspected and tested for I&I by the owner at predetermined events – including when applying for a building or plumbing permit. 25-year certificate for watertight laterals, 10-year certificate for CCTV tested. Option to fine a noncompliance fee.	Reducing overflows to fresh water lake. No EPA order.			Ordinance 872 (2008)
City of Glendale, MO **Population 6,000**	Targeted Approach	**Refuse Bill (insurance program)** – added $7 to quarterly bill and saved in a separate fund for a Sewer Lateral Repair Program (1997). ○ Assistance for residents who have to pay for sanitary sewer lateral repairs between its connection with the sewer main and the house connection.	Regional: St Louis City began a sewer lateral insurance program in 1989. Most municipalities in the County followed, including Glendale	2,600 households and average around 90 applications per year, of that about 80% require repair.	Funding: Refuse bill every three months Property owner's annual contribution	tjones@glendalemo.org Sewer Lateral Repair

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
Separated system		○ The program <u>does not pay</u> for the cost of sewer cleaning to remove tree roots or buildups, rather that is the responsibility of the property owner/resident. ○ The program <u>pays</u> for point-of-break repairs, which means that the portion of the pipe that is defective is repaired. ○ Residents will be reimbursed up to $3000/year. If a problem is found, the CCTV video inspection will be paid for by the program.	in 1997. Note: The EPA issued orders to the regional sewer agency in 1994 due to CSOs and in 2007 due to continued overflows and basement backups; though it's unclear the level of contribution from Glendale.		is $50/year that is billed quarterly in increments on the City's sanitation bill ($12.50/quarter). $112,500 is collected annually as part of this program.	<u>Program</u>
City of Brentwood, MO **Population 8,000** Combined & separated systems	Incentive Approach	**<u>Sewer Lateral Repair Program:</u>** effective January 1, 2020 ○ For non-emergency repairs, property owner is responsible to obtain a minimum of three quotes ○ Intended to assist property owners who have continuous sewer blockages and no sanitary sewer service. Not to be used to satisfy a home sale contingency. Repair cost limit up to $3,500 remains – repairs above the $3,500 are the responsibility of the owner. **<u>(Program no longer running): Reimbursement to 100% (insurance program)</u>** – when a blockage or sinkhole is noticed by the property owner, the owner must call the Sewer Hotline, the City sends a company out to check the problem and if there is a problem, the City will pay to have it fixed. Residents are reimbursed up to 100%.	US EPA issued a CSO control policy in 1994 (applies to combined areas only – includes St Louis City). St Louis City began a sewer lateral insurance program in 1989. Most municipalities in the County followed, including Brentwood in 1997. In 2007, EPA issued MSD (the regional sewer agency) an Administrative Order due to continued overflows and basement backups.		2014 Information: Funding: $120,000 is collected annually as part of this program. Property owner's annual contribution is $28/year. In 2010, voters agreed to raise this to $50/year.	<u>Sewer Lateral Repair Program</u>
City of Golden Valley, MN **Population 21,600** Program for separated system	Incentive Approach	**<u>[No longer running, not able to find reason why] Grant Program:</u>** ○ 2008 - Grants for lesser of $1,000 or 50% of the actual cost for separation. ○ 2009 - Grant for lesser of $2,000 or 50% of the actual repair cost. ○ Both programs ended May 2009 (no more funds).	City had been receiving surcharges from MCES, but since implementation of Point-of-Sale Program, the City is no longer receiving the surcharges.	57% properties have reached compliance More than 90% of the homes that are inspected need some kind of repair. Staff with the City review the real estate listings to ensure that all the homes for sale, have been inspected. Real estate agents and title companies now know about the program and support the City in making residents aware of the requirements. Review by outside consultant concluded that efforts in Golden Valley were successful in reducing the 10-year peak hour flow by 24%.	Costs: 2008 – 6 residents received a total of $2,982.75 from the foundation drain separation program. 2009 – 56 residents received a total of $82,745.38 from the service lateral grant program. Funding: Incentive funds from regional authority (MCES) grant program. Property owners pay required inspection fees: $250 residential, $750 non-residential.	City Code Chapter 3, Section 3.31
	Regulatory Approach	**<u>Point-of-Sale Program (Jan 2007):</u>** ○ Requires all properties to pass a sanitary sewer inspection and obtain a certificate before selling, advertising for sale, or transferring title. ○ Failure to comply may result in monthly utility bill charges ($500-$1,000) and possible loss of water service.				
	Targeted Approach	**<u>Private Property Inspections</u>** ○ Free inspections are conducted when the City is doing work in the area, and then homeowners can choose if they want to do the repairs at that time, or not.				
City of McMinnville, OR **Population 34,000** Program for separated system	Incentive Approach	Programs have not been updated since 2014 – currently looking into whether they should increase 10% up to amount, and the fine of $50/month. **<u>Monetary Incentive</u>**: part of the private sewer lateral replacement program. ○ Reimbursed 10% of their construction cost up to a maximum of $250. ○ To be eligible, property owners must construct an acceptable lateral replacement within the 90-day grace period. **<u>Interest Program</u>**: property owners who may have trouble finding financial assistance through banks or other lending agencies. ○ Interest shall accrue on the balance due at the prime interest rate plus 3.5%. It is important to note that this is not a "low interest" loan.	US EPA: City has been directed by EPA and the Oregon Department of Environmental Quality (DEQ) to control the overflow of untreated sewage into the Yamhill River, which occurs frequently during the rainy season.	In 2019, there was about 300 laterals inspections with approx. 100/150 of those needing repair.	Property owner pays to replace defective private sewer laterals.	Josh Adelman Josh.Adelman@mcminnvilleoregon.gov
	Regulatory Approach	**<u>Repair Enforcement with Financial Penalty</u>** ○ Problem laterals are identified by the City and property owners informed of responsibilities by letter. 90 days to repair/replace lateral or fine of $50/month. ○ Non-compliance accumulates and lien is placed on the property. ○ Properties will not be randomly selected for evaluation. The properties evaluated will usually be part of a comprehensive pipeline repair project where City pipes are				

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
		repaired first.				
City of Westlake, OH **Population 34,000** Program for separated system	Education	Information brochure providing information on sanitary sewer back-ups, and storm water infiltration.	After a major rain event in 2008, Engineering Department created a Mitigating Wet or Flood Basements Brochure			Mitigating Wet or Flooded Basement Brochure
	Targeted Approach	**Rehabilitation Program** undertaken in 8 basins. ○ Started in 1992 by only public side rehab, but still had flooding. Decided private side must also be rehabilitated. ○ 2014: completed 8 basins in total since 1992.	Flooding of streets and yards during intense rainfall events and surcharging of sanitary sewers within basements. Westlake has joint treatment with City of Rocky River, which received an Administrative Order from the EPA in 2009; unclear level of contribution from Westlake.	1992 – inspected, re-grouted and fixed as needed private laterals where dye in sewer. 2001 – re-lined private laterals. I&I was 80% reduced in the area. 2004 – re-lined private laterals, as well as manhole sealing and tight seal at mainline/ lateral interface. I&I was 95% reduced in area. Complaints reduced or non-existent. 2007 – similar to above. Complaints reduced, no flow data yet available. 2014 – 816 homes inspected; 417 repaired.	Costs: 1992 – $338,000 and only $5,000 under property owner responsibility. Funding: 1992 - property owners paid private portion. 2001-2007 - City decided to fund all private property costs in future projects because the private portion was estimated to be approx 1.5% of the project cost. Total Costs (up to 2014): $2.3 million (3.3 million "total")	
City of Eagan, MN **Population 67,400** Program for separated system	Incentive Approach	**Inspection Program:** ○ City pays 50% of required repairs. ○ Property owner may elect to have all or part of their portion levied as a special assessment against the property over 5 years at 4% interest. ○ Utility staff inspect for I&I sources when installing a water meter.	Regional surcharges from MCES if peak flows are not reduced (see MCES below). Focus is on disconnecting improperly connected sump pumps and drainage systems. A significant rainfall event resulted in excessive peak flow allocations to the regional collection system and treatment plant owned and operated by MCES. The addition of I&I into the sanitary sewer system was straining the City's equipment and infrastructure, resulting in higher sewer rates.	The City was able to inspect 99% of the private properties in less than five years. The inspections found that 5% of local properties had one or more factors contributing I&I to the sanitary sewer system: 850 repairs were made. Since the inception of the program, the City has seen a decrease of nearly 10% in wastewater being sent to its wastewater treatment facility - saving hundreds of thousands of dollars each year. The City also reduced sewer rates for its customers.	The City pays for inspections done by the company the City contracted with. If a homeowner chooses to have a plumber of their choice do the inspection they are responsible for the cost of the inspection.	City Code Section 3.40 to add Subdivision 10 City of Eagan Program Documents
	Regulatory Approach	**Monthly Fines on Utility Bills:** ○ Fines for non-compliance - a utility surcharge of $150 per month (single family residential) or $500 per month (non-single family residential). ○ City inspects properties in identified neighbourhoods. ○ Required inspections followed by Corrective Work Order / Compliance Certificate.				
	Education	**Public I&I Education Program:** ○ Education program before starting the private inspections. ○ Included newsletter articles, public meetings and spots on ETV (Eagan's TV stations).				
City of Berkeley, CA **Population 103,000** Program for separated system	Regulatory Approach	**Sewer Lateral Certificate** - prior to selling a property – including condominiums and other developments with shared laterals – are required to obtain a Sewer Lateral Certificate (SLC) under the following conditions: 1. By close of escrow for the transfer or sale of property (with some exceptions), unless a 6-month extension is granted prior to closing; OR 2. When obtaining a Building Permit for construction or remodel value over $60,000; OR 3. When the City finds that the private sewer lateral may be a public nuisance; OR 4. When a property owner elects to repair or replace their private sewer lateral. *In 2007, 250 properties had closed escrow without obtaining a Sewer Lateral Certificate (SLC). Subsequently, the property owners were issued a Notice of Violation and corrective action is required to fulfill the requirements of BMC 17.24. By end of 2007, 53% of these complied. Enforcement proceeding with remainder.*	US EPA order to East Bay MUD. It is estimated that half of the water that enters the City's sewer during wet weather comes from private property sewer lines, downspouts and yard area drains. Bylaw is for protecting the water quality of creeks, watersheds and the San Francisco Bay.	First year (Oct 2006 – Oct 2007): 1,251 applicants. 84% of properties issued certificates upon submittal and remaining issued deficiency notices. ○ 65% property transfer trigger ○ 14% major renovation trigger ○ 21% voluntary or unidentified After 1st year 80% of laterals were out of compliance. At current rate, will take 30 years to complete all work. .	As of January 1, 2022, the fee for private sewer lateral inspections will be $190. As of January 1, 2022, the fee for a private sewer lateral certificate will be collected in the amount of $150 as authorized by City Council Resolution 63, 262-N.S. The City offers a loan program to assist Berkeley low-income property owners to comply with BMC 17.24 requirements for private sewer laterals – this loan programs comes with several conditions	Berkeley Municipal Code, Chapter 17.24
City of Costa	Incentive	**No longer running: Sewer Lateral Assistance Program (up to 2017)**	The program was changed from the	Between 60-75 applications per year since	$150,000 per year in grants; $50,000	Resolution No.

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
Mesa, CA **Population 116,500** Program for separated system	Approach	Rebate 50% up to $1,250 for inspection, repair or replacement of lateral. *Recommendations* o Public Outreach Program was successful o Public readily gave permission for entry o Lateral renewal program was cost effective o Proposed to expand program to all 500 critical basins with excessive RDII 2014: SLAP program is still in place **New since 2017: Sewer Inspection Rebate Program:** The Costa Mesa Sanitary District (CMSD) is offering rebates to eligible residents who perform a closed-circuit television (CCTV) video of their sewer lateral or install a clean-out. Homeowners may participate every five years and are only eligible for one rebate payment (CCTV or cleanout installation). CCTV from a ground level clean-out to CMSD main = up to $200.00 CCTV from a roof vent or toilet flange to CMSD main = up to $250.00 Installation of a ground level clean-out (requires permit) = up to $500.00	SLAP to the SIRP because SLAP was retroactive, and SIRP is proactive which supports property owners in doing a CCTV on their laterals every 5 years. To prevent sewer backups and spills. "Sewer spills cause very expensive damage to the interior of a house and the environment, particularly the beaches."	2018.	per year for staff costs No new information on project costs since 2014 report.	2007-742
City of Naperville, IL **Population 147,500** Program for separated system	Incentive Approach	**Sanitary Sewer Backflow Prevention Device Program:** Allows residents and business property owners to install the backflow prevention device of their choice, with the City reimbursing 50% of the cost.	Heavy rainfall events, and storm water causing backups in basement dwellings and businesses.	After significant rain event in 2017, approximately 80% of houses took advantage of the program.	Approximately $20,000 - $50,000 per year.	Chris Myers 630 420 6682
	Targeted Approach	**Targeted Program:** o Private lateral rehabilitation in high priority sewer basins (10 targeted areas). o Areas are selected by the following criteria: 1. Customer service calls; 2. Rain events; 3. Flow monitoring; and 4. Maintenance schedule.	Capacity: Flood situations force lids off of manholes leading to the combining of storm and sanitary flows, and to treatment plant being over capacity.		$2 million for sewer rehabilitation $4 million for the entire program Capital Budget	
City of Tacoma, WA **Population 212,000** Separated system	Incentive Approach	**Residential Sewer Conservation Loan:** The first of its kind Washington, covers up to 90 percent of side sewer repair or replacement costs. The loan features an interest rate at two percent below the prime rate (with a min of 4%) on loan amounts between $1,000 and $10,000. The loan is secured through a security interest (lien) on the project property. Side sewer repair or replacement must be for an existing structure. Applicants must apply for the loan before the side sewer replacement or repair is complete. Late fees waived and payment deferment plans have been made available during the COVID-19 pandemic.	Environmental compliance Effort to prevent back up into the sanitary systems. Opportunity to switch from septic to sewer when appropriate.		$500,000 in 2001 which was sufficient funds – currently the program is very sustainable with those receiving loans being required to begin payback within a month (and up to 10 years).	Stephanie Seivert sseivert@cityoftacoma.org Tacoma Municipal Code Chapter 12.08.720
	Regulatory Requirement for Education	**Required Education Program** Starting in 2010, real estate professionals are required to provide a side sewer educational flyer to buyers and sellers they are representing prior to the closing of a property. The City also provides the flyer to all permit applicants. The flyer recommends property owners locate and determine the condition of a side sewer.	Proactive program to complement public side efforts to reduce I&I.	No formal tracking of program impacts. Anecdotal information indicates that in the last few years (2019 and on) more new homeowners are contacting the City to participate in the loan program – coordinator of program(s) wonders if the real estate agents are no longer giving out the flyers. No real way to enforce the program.	Minimal	
City of Santa Barbara, CA **Population 420,000** Program for	Incentive Approach	**No longer running, due to lack of funds: Grant Program:** o $150 for inspection; Up to $2,000 or 50% for repair; permit fees waived o Low-interest loans for those needing financial assistance.	Spill prevention / reduction of sewage spills into storm drains *(no reference to EPA order found)*. Recent (2012) settlement with Channel keepers re: Clean Water Act will require the City to spend an additional $4.5 million over the next	Inspections: 1306 (residential), 313 (commercial), 29 (condo) from Jan 2007 to Feb 2010 o 930 residential laterals repaired over same period o 983 certificates issued over same period	Far more expensive than anticipated (> $600K in first year – 3 times more than estimated). Since January 2007, total program cost of $2,470,000: o < 1% ($7,600) for lateral	Municipal Code Chapter 14.46
	Regulatory Approach	**Not currently running, due to COVID-19: Enforcement Program:** o City identifies problem laterals & provides notices requiring repair. o City notifies property owner & required to fix or $150 penalty & referral to attorney's				

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
separated system		○ office for enforcement. ○ Commercial properties required to inspect every 10 years.	5 years to improve its sewage system, reduce sewage spills; with a focus on those with highest risk of leaking into storm drains.	Over 95% have reach compliance	○ inspections only ○ 73% ($1,800,000) for lateral repair incentives ○ 11% ($270,000) for waived permit fees charged to our section. Does not include any additional costs of resources, marketing or legal fees. Capital Program Funding.	
	Education	**Certificate Program:** ○ Zoning Information Report (ZIR) at time of sale indicates if Certificate obtained & advises buyer of responsibility.				
		Sewer Lateral Inspection Program: ○ Property owners are responsible for maintaining the sewer lateral, or sewer pipe, that connects their house or building to the public sewer main. ○ Required to hire a City Certified CCTV Inspector ○ May receive notice from the City to indicate that requirement of inspection. Trigger for this include: defect identified through City sewer line, a Private Lateral Sewer Discharge originated on the property, application for a construction building permit.	The goal of the SLIP in 2022 is to eliminate private sewer spills in the city.	Program just started in July 2021 – so far about 30 homes have participated.		Sewer Lateral Inspection Program
City of Austin, TX **Population 950,800** Program for separated system	Incentive Approach & Regulatory Approach	**Financing (loan) Program** available with a minimum amount of $1000, and a maximum amount of $3000. ○ Available to homeowners of detached, single family dwellings or owner-occupied duplex with an active Utility account. ○ Prior to construction, the lateral must have been inspected – final installation must be inspected and approved by the Utility. ○ Utility buys down interest rate on the loan. ○ The Housing & Planning Department provides free replacement or repair of these lines for eligible Austin Water customers of a single-family home or duplex whose household income is 100% or less than the area Median Family Income (MFI). **Fines for Non-Compliance:** ○ City identifies with inspection and sends letter requiring fix within 120 days. Fine up to $500 per offense (each day non-compliant is a separate offence).	US EPA Administrative Order requiring City to take measures to prevent sewage overflows (1999). Also cite desire to reduce costs.	Private Lateral Grant Program started in 2013 and to date there have been just over 200 private lateral replacements completed in this grant program. No monitoring but have noticed an anecdotal change in areas where City grant program has been implemented.	Annual cost for the Private Lateral Grant Program is about $180,000 with total costs to date approximately at $1,000,000.	Ordinance No. 20070125-007 Greg Kirton
Milwaukee Metropolitan Sewerage District (MMSD), WI **Population 1.1 million** Primarily separated system (~6% combined)	Regional Targets and Required Compliance Plans Approach	**Regional I&I Targets (Limits)** and Community Compliance Requirements: ○ Made long-term peak wet weather management plan that sets standards for expected flows at each "metershed", then identifies if standard is exceeded, and requires offending municipality to create a plan that will bring it into compliance. Within 1.5 years, 8 municipalities had been notified of non-compliance and were creating flow reduction plans. ○ In 1998 MMSD adopted rules that municipalities must develop and implement an I&I management plan; and must enforce prohibited connection ordinances. ○ Region created a Policy Document for I&I funds clearly establishing the rational for private property I&I work, and what is eligible for funding. ○ Region has also aggressively pursued education program with respect to basement backups, including website and video.	Historically has had settlement with EPA/DNR for SSOs (early 2000s). Created a 2010 Facility Plan, then later a 2020 Facility Plan to reduce SSOs. Federal grant provided for private property efforts. Severe storms (2008 through to 2010) causing thousands of basement backups resulted in MMSD announcing a regional Private Property I/! (PPII) reduction program and developed a comprehensive PPII policy.		Program was authorized with an expected total budget through 2020 of $62 million.	MMSD 2020 Facilities Plan Private Property I&I Policy Documents and Work Plan
King County, WA **Population 1.5 million** Separated systems except in some parts of Seattle	Agency led Inspection and Rehabilitation Projects	**Rehabilitation Projects where Cost Effective**: Started Regional I&I Control Program in 2000 – now in place 22 years. ○ Completed several pilot projects and assessed cost effectiveness ○ Evaluate projects on a case-by-case basis to determine cost effectiveness ○ Developed standards, guidelines and policies for lateral inspection and remediation ○ Found that basins with I&I less than 3 gallons per minute per property were not good candidates (too many properties would have to be rehabilitated to achieve target reductions In March 2022, King County published several updates and resources on their website, including a Side Sewer Best Management Practices (BMP) Toolkit, a Know Your Sewer System card, and 2 technical reports: Final Regional Best Management Practices	King County and City of Seattle agreement to upgrade combined sewers under settlement with US EPA in 2013.	Data collected indicates large percentage of I&I originates from private property. Recently completed larger scale I&I control project (Skyway) that tested assumptions from the smaller pilot projects. Found the I&I reductions were much lower than predicted, but still significant.	6-year control study of 10 pilot projects cost $41 million. Combined funding from King County and local agencies.	Executive's Recommended Regional I&I Control Program (2005) Task 600 Private Side Sewer Program Identification and Relevance

Jurisdiction	Program Approach	Program Description	Primary Driver(s) for Program	Program Impacts	Program Costs and Source of Funding	References
		Development and Final Inspector Training and Certification Program Development.				to the King County Wastewater Service Area
Miami-Dade County, FL **Population 2.4 million** Program for separated system	Regulatory Approach & Targeted Approach	**Enforcement Program:** ○ Identified private property defects through smoke testing and property owners were required to make repairs to their laterals as required by Miami Dade County Ordinance. ○ The County simply the property owners and they made repairs to the system. ○ Subsequent re-smokes of the area verified if the repairs were completed. *Insurance Issues: minor property damages usually the result of testing and or repair crew equipment that have inadvertently encroached on private property and damaged easement and ROW areas.* **Comprehensive Lateral Pilot Program (began in 2004)**: $13 million dollar project designed to determine if a private lateral testing and inspection program was a viable solution to the reduction of peak flow. Update from 2006: • Public outreach was conducted to receive permission from property owners – approximately 96% agreed to have their sewer inspected (about 70% of total responses) • Private side laterals which failed were televised and smoke tested to prove to the property owner that they were defective Update from 2022: • Program is no longer running, as the County has no way to enforce the program and the political will to fund it is not there.	Series of US EPA Consent Decrees (1994/5 and 2013) in relation to sewer spills. 2013 Consent Decree requires substantial repair of 3 WTPs and sewer system at an estimated cost of $1.6 billion (Miami-Dade County Clean Water Act Settlement).	Enforcement Program was 85% effective. Average of over 700 lateral replacements per year. Average daily flow: 116 MGD's in total reduction (over a 14 year period). CLIP: Inspected 6,749 laterals. 85% effective in repairing laterals (repaired / replaced over 1200 laterals). Estimated cost to pump and treat $8,645/GPM. Estimated cost for mainline inspection/repair $362/GPM (23 times more cost-effective than pump and treat). Estimated cost for lateral inspection/repair $2,308/GPM (about 3.7 times more cost effective than pump and treat). Total Program $1,011/GPM removed.	Both programs funded by combination of: Bond Funds, Capital Revenue Funds, and O&M Funds. Overall cost of the enforcement program is now over $400 million dollars. Cost of the 43 basin CLIP program approx. $13 million: ○ $4m - mainline inspection/ repair ○ $4m - lateral inspection ○ $4.5m - lateral repair ○ $0.5m - admin costs NOTE: lateral inspection / repair includes public side upper lateral Funding: $1 million dollar grant for the implementation of the CLIP program.	
Metropolitan Council of Environmental Services (MCES), MN (Twin Cities) **Population 3 million +** Program for separated system	Regional Targets and Surcharge Approach	**Regional Surcharge**: MCES continuously monitors volumes of wastewater from municipal systems, and requires the municipalities to reduce peak flows to the regional collection system, or charges them. ○ 1993 – 2003 MCES provided grants to communities to reduce I&I, but not sufficient ○ In 2006 instituted surcharge for clear water; communities that have I&I reduction plans can opt out of the surcharge in order to make investments in I&I reduction (must match or exceed surcharge) ○ In 2014, a significant wet period followed by a storm, resulted in 46 communities exceeding I&I goal peak flows, resulting in each having to develop a work plan that required completion in 4 years. ○ MCES is now working to promote more efforts by communities on private property I&I ○ Eligible private property I&I mitigation activities included sewer lateral repair or replacement and / or disconnection of foundation drains. Property owners can apply for reimbursement by MCES of actual costs (up to $2,000) for qualifying repairs of sewer laterals.	History of working to improve water quality in the Mississippi has led to implementation of more proactive approaches. Capacity concerns in certain locations (e.g. Golden Valley). Also SSOs, private property spills, using up capacity for future growth.		I&I reduction is funded by communities with amounts equivalent or exceeding avoided surcharges. 2013 received $1,000,000 in grants for local I&I reduction programs. In recent years, grant funding administered by MCES for private property I&I mitigation activities has been limited to $900,000 per year.	Water Resources Management Policy Plan

Appendix B – Bylaw Examples (Canadian)

Responsibility of Owner

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 2 – (6) to (9) – Required Maintenance Standard

Town of Fort Erie Bylaw 68-06:

3.8.2 Every owner shall maintain their private sewer lateral or private sewage collection system and private drainage lateral or private drainage or storm water management systems, including appurtenances connected thereto, in good working order and condition, and adequately protected from blockage and freezing. Private sewer laterals and private sewage collection systems shall be maintained free from drainage and storm water inflow and infiltration.

Halifax Water Rules and Regulations for Water, Wastewater and Stormwater Services:

64.(1) The Commission may from time to time undertake testing or inspections to identify and locate connections that convey stormwater into a wastewater facility.
(2) No person shall, without the prior written approval of the Commission connect, cause to be connected, or allow to remain connected to a wastewater facility or plumbing installation, any piping fixtures, sump pumps, downspouts, fittings appliances or like equipment or device in a manner which allows or may allow stormwater to ingress or flow into a wastewater facility.
(3) The Commission may direct a person to discharge stormwater to a stormwater system, a surface area or watercourse.
(6) The Commission may determine, in its discretion, that this Section does not apply to existing premises connected to an existing combined sewer system or to new premises intended to be connected to a combined sewer system, provided that those premises are not serviced or able to be serviced by a separate stormwater system.

Cleanouts Required

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 2 – (10) to (12) – Cleanouts Required [optional]

Town of Fort Erie Bylaw 68-06:

3.8.4 Inspection tees shall be installed in all private sewer laterals at the expense of the Owner as specified in Appendix "1" attached hereto, and shall be maintained in good order and accessible at all times, and free from drainage water inflow and ground water infiltration.

Entry and Testing

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 2 – (14) to (17) – Entry and Testing by City

City of Kingston Sewer bylaw 2008-192:

14.1 Inspection powers

The Operating Authority or any person designated by it as inspector for purposes of this by-law may, at reasonable times enter onto any land on which the City supplies sewer services for the following purposes:

a) to inspect, repair, alter, or disconnect the sewer lateral or storm sewer lateral, machinery, equipment and other works used to supply sewer services to the building or land;

b) to inspect, install, repair, replace or alter any related metering equipment;

c) to inspect the discharge of any matter into the sewage system of the City or into any other sewage system the contents of which ultimately empty into the municipal sewage system and may conduct tests, measure flow and take samples for this purpose; or

d) to investigate or determine if this by-law, an order, or condition to any permit or agreement is being complied with.

14.4 Entry on land – notice requirements

Whenever an inspector exercises a power of entry pursuant to this By-law, the inspector shall:

a) provide reasonable notice of the proposed entry to the occupier of the land by personal service or prepaid mail or by posting the notice on the land in a conspicuous place for three consecutive days prior to entry;

b) where the proposed entry is an inspection to determine compliance with this By-law the inspector must provide reasonable notice by means of personal service only;

c) in so far as is practicable, restore the land to its original condition where any damage is caused by the inspection; and

d) provide compensation for any damage caused and not remedied.

Halifax Water Rules and Regulations for Water, Wastewater and Stormwater Services:

61.(3) The Commission may require a wastewater or stormwater service connection to be inspected and brought into compliance with these regulations.

64.(1) The Commission may from time to time undertake testing or inspections to identify and locate connections that convey stormwater into a wastewater facility.

Town of Fort Erie Bylaw 68-06:

3.8.7 Every Owner shall, at all reasonable times and upon reasonable notice given and request made, allow and provide access to their building or premises to the Engineer for the purpose of conducting a compliance inspection and taking corrective action, and/or to carry out work, all as permitted under this Schedule, the Ontario Building Code, or the Municipal Act 2001.

3.9.1 The Engineer and/or Chief Building Official or any person duly authorized by the Corporation shall be allowed access to a building or premises, at all reasonable times, and upon reasonable notice given and request made to the Owner, Operator or Customer, for the purpose of inspecting, maintaining, repairing, disconnecting or reinstalling a sewer service connection or drainage service connection as permitted by this Schedule or by the Ontario Building Code or by the Municipal Act 2001.

City of Brantford Sewer System Regulation – Use:

ARTICLE 11 POWER OF ENTRY AND INSPECTION

11.1 The City may enter upon any part of a property at any reasonable time, to inspect the discharge of any substance into the sewage works or storm sewers and may conduct tests and take samples of the discharge.

11.2 The City's power of entry described in subsection 11.1 may be exercised by an employee, officer or agent of the City, including a municipal by-law enforcement officer.

11.5 When entering a property in accordance with articles 11 and 12 of this by-law the person exercising the power of entry shall provide identification to any person requesting identification during the course of the inspection and,

a) may be accompanied by a person or persons under his or her direction; and

b) shall not enter or remain in any room or place actually used as a dwelling unless one of the conditions set out in section 437 of the Municipal Act, 2001 are met.

11.6 When entering a property in accordance with articles 11 and 12 of this by-law the exercise of such powers shall be limited to reasonable times, unless an emergency situation requires otherwise.

11.7 For the purposes of an inspection to determine compliance with this by-law or any order issued under this by-law or to otherwise enforce this by-law a municipal by-law enforcement officer may,

a) access any drain pipe, interceptor, maintenance access hole, catch-basin or other discharge point connecting, directly or indirectly, to the sewage works or storm sewers, including by making or requiring necessary excavations;

b) make and record observations, such as by taking photographs, notes, video recordings and sound recordings;

c) require the production for inspection of documents or things relevant to the inspection;

d) require information from any person concerning a matter related to the inspection;

e) alone or in conjunction with a person possessing special or expert knowledge make examinations or take tests, samples or photographs necessary for the purposes of the inspection.

f) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts; and

g) do such other things that are reasonably necessary for an enforcement officer to effectively carry out the inspection.

11.8 A demand by a municipal by-law enforcement officer to respond to reasonable inquiries under subsection 11.7 (e) or to produce documents under subsection 11.7 (f) may be made by telephone, letter or e-mail and such demand shall be deemed to be made in the course of an inspection.

11.9 No person shall refuse or neglect to give, produce or deliver any access, information, document or other thing that is requested by a municipal by-law enforcement officer carrying out an inspection.

11.10 No person shall hinder or obstruct or attempt to hinder or obstruct the City, its municipal by-law enforcement officers, employees or agents from carrying out any powers or duties under this by-law.

Require Fix of Defect

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 3 – (18) to (20) – Certificate Required – Identified Defect

City of Kingston Sewer bylaw 2008-192:

3.2 Maintenance of sewer lateral – Owner

Every Owner of a property to which sewer service is provided shall be responsible for the maintenance, repair, and replacement of the sewer lateral from the building to the property line. Any and all structural defects of a sewer lateral shall be repaired by the Owner of the property being serviced. Should the City become aware of any such structural defect, and upon written notification to the Owner, the said structural defect is not repaired within thirty (30) days of the date of the notification or within such time as the Operating Authority may deem necessary, then the City may turn off the municipal water supply to the property. If the City is ordered to restore the water supply, then the City may repair the structural defect in the sewer lateral pipe at the Owners expense. In so doing the City of Kingston shall only reinstate the property to a safe condition and all final restoration shall be the Owners responsibility. The City of Kingston shall not be held responsible for any damages to the Owners property arising from such work such as damage to root systems or other landscaping features located along the sewer lateral. If flushing or rodding of a sewer lateral is required to remove an obstruction located anywhere between the building and the sewer lateral stub, the Owner or occupier shall be solely responsible for the cost of removing the obstruction.

Town of Fort Erie Bylaw 68-06:

3.8.5 Should a leakage occur from a private sewer lateral or private sewage collection system, or from a sewage holding tank, or from a septic tank system or any other private sewage treatment system; the Owner shall be bound to take corrective action and to complete the repairs of the said leakage, at the Owner's expense, within seven (7) calendar days after being duly notified by the Corporation of such leak detected. In the event of non-compliance with this provision by the Owner, the Corporation may at its sole discretion exercised by the Engineer, discontinue the supply of water from the Water Works until the Owner has made the necessary repairs. All repairs are to be inspected and approved by the Chief Building Official prior to backfill.

City of Brantford Sewer System Regulation – Use:

ARTICLE 12 ORDERS

12.1 Where the General Manager has reason to believe that a contravention of this by-law has occurred, the General Manager may issue and serve an order requiring the person who has contravened the by-law or who has caused or permitted the contravention or the owner or occupier of the property on which contravention of the by-law occurred to discontinue the contravening activity.

12.2 Where the General Manager has reason to believe that a contravention of this by-law has occurred, the General Manager may make an order requiring the person who has contravened the by-law or who has caused or permitted the contravention or the owner or occupier of the property on which contravention of the by-law occurred to do work to correct the contravention.

12.3 Where a person is issued an order described under sections 12.1 and 12.2 and in the opinion of the City fails to do a matter or thing required by the order by the date specified in the order, the City may cause the matter or thing set out in the order to be done at the person's expense.

12.4 For the purpose of doing any matter or thing under section 12.3, employees of the City and any contractor, consultant or other person authorized by the City may enter upon the property referred to in the order at any reasonable time.

Require Inspection for Construction, Renovation or New Connection

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 3 – (21) to (23) – Certificate Required – Construction, Renovation or New Construction

District of North Vancouver bylaw 6656:

14. Re-Use of Existing Sewer Connections

All building permits of value greater than $150,000 will require a new sewer (sanitary) connection unless:

(a) the existing connection(s) is less than 30 years old;

(b) a current video inspection meeting MMCD or equivalent standards is undertaken by a qualified inspector and provided to the District; and

(c) the video inspection establishes to the satisfaction of the Director that the connection(s) is in good condition with no defects.

City of Surrey bylaw 16611, 2008:

39. When an application for a service connection accompanies a building permit with the construction value greater than $100,000 or where a parcel is being redeveloped, the following shall apply to the service connection and the building sanitary sewer:

(a) if the service connection and building sanitary sewer is less than 30 years old, the owner must provide a video inspection and recommendation for the City to review. The owner shall repair or replace the connection if the City determines that the connection is not adequate for service or has excessive damage;

(b) if either the service connection or the building sanitary sewer is 30 years old or older, a replacement or new service is required;

(c) all no-corrode, asbestos cement or clay service pipes of any age or condition shall be replaced;

(d) any shared service connections and building sanitary sewer shall be replaced; and

(e) all costs associated with the above are the responsibility of the owner.

The General Manager, Engineering may waive part of the above requirements if the General Manager, Engineering deems the cost of the replacement excessive.

Fees, Recovering Costs

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 5 – (51) – Fees

Town of Fort Erie Bylaw 68-06:

3.9 Compliance Inspections and Corrective Actions

3.9.2 Any costs incurred by the Corporation in conducting inspections and subsequent reporting or in effecting any corrective action, shall be payable to the Corporation by such Owner, Operator or Customer; and if not paid, the costs shall be added to the tax roll for

the property and collected in the same manner and with the same priority as municipal taxes.

Financial Assistance, Monetary Incentive

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 5 – (52) to (63) – Financial Assistance and/or Monetary Incentive for Voluntary Inspection and Repairs

City of Brantford Program (not in the bylaw – text from website):

Private Sanitary Sewer Lateral Replacement Grant Program
This is a financial assistance program for homeowners to help offset costs for the replacement of old sanitary sewer laterals on private property. This incentive program is being offered in the interest of helping homeowners prevent or reduce the occurrence of sewer blockages.

City of Windsor bylaw 4921 (n.b. the owner is responsible for the lateral to the main):

PART B – SEWER CONNECTION REPLACEMENT POLICY
1.REPLACEMENT
The City will provide a sewer replacement rebate for a complete sewer replacement calculated as follows:
1. Where there is a fronting Public Sewer that can be used in a complete sewer replacement, the City will provide a rebate being the lesser of the following:

(i) The amount set out in the City's Schedule of Fees, as amended from time to time. It is the intention of this provision that the City's Schedule of Fees will be the relevant rate,
(ii) Fifty Per Cent (50%) of the total cost of the complete replacement,
(iii) The unit cost (being the total cost divided by the total length) multiplied by the length of the replacement on the public highway.

Enforcement, Penalties

Sample Bylaw, Metro Vancouver (2011 Report, Appendix H):

PART 6 – (64) to (74) – Failure to Comply – Offence and Penalties

Halifax Water Rules and Regulations for Water, Wastewater and Stormwater Services:

Offences
79. Where the Commission believes that a person has contravened any provision of these regulations, it may commence proceedings by issuing a Summary Offence Ticket in accordance with the Nova Scotia Summary Proceedings Act.
Suspension or Refusal of Service
13.(3) In the event of a violation of these Regulations by a person or Customer, including liabilities and obligations owed to the Commission by any Customer under a private contract for services entered into between the Commission and such Customer, the Commission may refuse or immediately suspend service to such Customer, and may continue such refusal or suspension until the violation has been cured.

Town of Fort Erie Bylaw 68-06:

3.9 Compliance Inspections and Corrective Actions

3.9.3 Should any Owner or Operator or Customer of a service connection refuse entry to any authorized officer, inspector, employee or Agent of the Corporation for the purposes of any compliance inspection, maintenance, repair, disconnection or reinstallation and/or other corrective action, under the provisions of this Schedule or the Ontario Building Code, or the Municipal Act, 2001; the Corporation may, at its sole discretion exercised by the Engineer, on the provision of seven (7) calendar days notice, discontinue the supply of water to the Owner or Operator or Customer of the service connection until such required inspection and corrective action or required work has been completed to the satisfaction of the Corporation.

Appendix C – References and Links

All references in Appendix C have been updated in 2022.

Examples of smoke testing notices and procedures for Canadian municipalities:

City of Sarnia: Sanitary sewer smoke testing

City of Thunder Bay: Sewer smoke tests

Regional District of Nanaimo: Sewer Line Smoke Testing

Region of Peel: Sanitary sewer smoke testing

Township of Guelph: Sanitary Sewer Smoke Testing

Canadian references and links:

City of Brandon: 2021 Flood Protection Subsidy Program

City of Brantford: Water, Wastewater and Stormwater Master Servicing Plan Update – 2051 Amendment

City of Brantford: Private Sanitary Sewer Lateral Replacement

City of Cornwall: Sewers and Sewer Laterals

City of Charlottetown: Inflow Reduction Program

City of Halifax: Water By-Law

City of Halifax: Stormwater Inflow & Infiltration

City of Kingston: Grant program

City of Kingston: By-Law NO. 2008-192

City of Moncton: Backwater Valve Incentive Program

City of Windsor: Eeling Program

City of Windsor: By-Law Number 9-2019

Halton Region: Enhanced Basement Flooding Prevention Subsidy Program

Newfoundland & Labrador: Final Report Study on Identification and Characteristics of Sewer Overflows in Newfoundland and Labrador.

Niagara Falls: Avoiding Sewer Backups

Town of Fort Erie: By-Law NO. 68-06

York Region: Inflow / Infiltration Reduction Strategy: Industry Best in Class Review

York Region: Inflow / Infiltration Reduction Strategy

Kesik, T. (2015). Best Practices Guide: Management of inflow and infiltration in new urban developments. Institute for Catastrophic Loss Reduction. Available at: https://www.researchgate.net/publication/280558457_Best_Practices_Guide_Management_of_Inflow_and_Infiltration_in_New_Urban_Developments

Kovacs, P., Guilbault, S., & Sandink, D. (2014). Cities adapt to extreme rainfall; Celebrating local leadership. Institute for Catastrophic Loss Reduction. Avalable at: http://www.iclr.org/images/CITIES_ADAPT_DIGITAL_VERSION.compressed.pdf

Sandink, D. (2013). Urban flooding in Canada; Lot-side risk reduction through voluntary retrofit programs, code interpretation and by-laws. Available at: http://www.iclr.org/images/Urban_Flooding_in_Canada_-_ICLR_-_2013.pdf

US References and Links:

City of Berkeley, CA: Sanitary Sewer Program

City of Costa Mesa, CA: Sewer Inspection Rebate Program

City of Des Peres, MO: Lateral insurance program

City of Florissant, MO: Sewer Lateral Insurance Program

City of Glendale, MO: Sewer Lateral Repair Program

City of Laguna Beach, CA: Staff report

City of Portland, OR: Waste Discharge Permit

City of Portlan, OR: Private Sewer Connections – Article

City of Tacoma, WA: Required realtor package

City of Westlake, OH: Lessons learned during sewer rehabilitation on public and private property

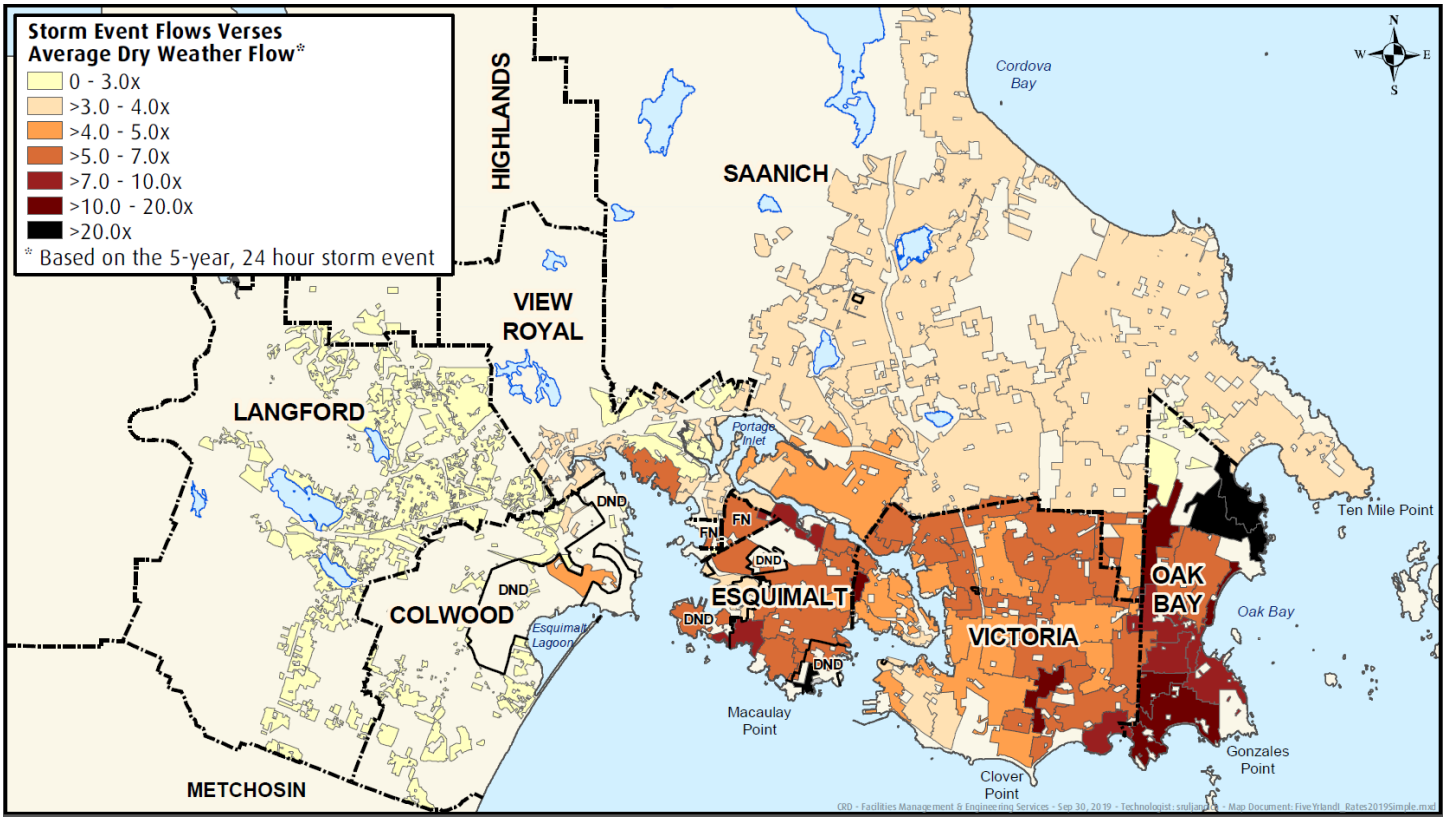
King County, WA: http://www.kingcounty.gov/environment/wastewater/II.aspx

Milwaukee Metropolitan Sewerage District (MMSD): Municipal PP I&I Resource Page

San Francisco Public Utilities Commission, CA: Sewer Lateral Program Financial Plan

APPENDIX B

Inflow and Infiltration Rates Map for the CRD Core Area (2022)



Measured Flows versus Allocated Flows from Bylaw No. 4304

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow for a 5-yr Storm	
		ML/day	% of Allocated Capacity
COLWOOD			
Total *Parson's minus Meaford. (During large storm events, the Parson's meter is not reliable and the storm flows are calculated. The Parson's meter is being replaced in late 2022).*	**18.8**	**7.7**	**41%**
ESQUIMALT			
Esquimalt Panhandle	0.48	0.44	91%
Lang Cove PS	5.12	2.95	58%
Dockyard	4.04	3.52	87%
Kinver	1.76	2.20	125%
Pooley Place *(Flows are based on a correlation with an adjacent catchment. Catchment is not suitable for metering due to small size and multiple connections to the CRD system.)*	0.24	0.21	87%
Devonshire	7.40	10.91	147%
Wilson	1.48	1.48	100%
Head	6.72	7.82	116%
Anson	0.97	0.63	65%
Total	**28.36**	**30.16**	**106%**
LANGFORD			
Total *(Meaford)*	**56.48**	**17.01**	**30%**
OAK BAY			
Windsor	11.68	16.24	139%
Humber *(This is catchment has combined sewers. It overflows during most moderate to large storm events but the overflow volumes aren't measured.)*	2.40	4.29	177% [1]
Rutland *(This is catchment has combined sewers. It overflows during most moderate to large storm events but the overflow volumes aren't measured.)*	1.48	5.92	400% [1]
Currie Net *(Flows weren't suitable for comparing to the bylaw allocations prior to the completion of the treatment plant conveyance system upgrades in early 2022. Data from future storm events should be useful for comparing to the allocations.)*	3.88	n/a	>125%
Currie Lift Station	6.48	12.29	190%
Harling Point PS	0.79	1.86	236%
Total *(Flows weren't suitable for comparing to the bylaw allocations prior to the completion of the treatment plant conveyance system upgrades in early 2022. Data from future storm events should be useful for comparing to the allocations.)*	26.48	**n/a**	**>175%**
SAANICH			
Marigold PS	52.76	35.32	67%
City Boundary	23.52	10.97	47%
Harriet	13.08	9.37	72%
Townley	2.44	1.97	81%

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow for a 5-yr Storm	
		ML/day	% of Allocated Capacity
Haultain	2.27	1.14	50%
Arbutus	28.31	20.95	74%
Haro - UVic	3.17	0.81	26%
Penrhyn LS	3.73	2.99	80%
Total	**131.56**	**83.52**	**63%**
VICTORIA			
Cecelia	12.57	14.76	117%
Chapman & Gorge *(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter)*	1.40	4.98	356%
Selkirk *(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter)*	1.11	0.39	35%
Langford - Vic West	0.77	1.32	171%
Hereward	7.65	6.52	85%
Sea Terrace *(The flume surcharges during large storms. Because of this, the Peak 24hr flows are based on a correlation with an adjacent catchment. Options are being explored to address this issue.)*	1.32	1.50	114%
Trent Net	29.32	43.06	147%
Hollywood	2.16	7.43	344%
Olive	92.24	63.00	68%
Clover Net *(The catchment is not suitable for metering due to small size and multiple connections to the CRD system. As a result, the flows are based on a calculation.)*	6.01	7.68	128%
Total	**153.19**	**150.64**	**98%**
VIEW ROYAL			
Craigflower PS *(Flows for this catchment are substantially impacted by the Parson's mag meter, which is being replaced, in 2022, to improve accuracy during storm events.)*	14.16	7.10	50%
Shoreline Trunk	0.55	0.50	91%
Total	**14.16**	**7.1**	**50%**
ESQUIMALT NATION			
Esquimalt Nation *(Flows are calculated. Plans are in place to install a meter in late 2022)*	**0.28**	**0.35**	**126%**
SONGHEES NATION			
Songhees Nation	2.36	2.49	106%
Maplebank	0.04	0.005	13%
Total	**2.52**	**3.09**	**106%**

**Cells highlighted in grey signify metering locations identified for future improvement.*
***The "peak 24-hour flows" were calculated with storm event flow data up to February 2022.*

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REPORT TO THE SALT SPRING ISLAND TRANSPORTATION COMMISSION MEETING OF MONDAY, SEPTEMBER 26th, 2022

SUBJECT **2022/23 B.C. Active Transportation Infrastructure Grant Application – Merchant Mews Pathway**

ISSUE

To seek support to submit an Active Transportation Infrastructure Grant application for the construction of the Merchant Mews pathway project.

BACKGROUND

Island Pathways (IP) will soon complete the preliminary design of the Merchant Mews Pathway. As a component of the preliminary design, IP has also produced a Class C estimate for the construction phase of the project in the amount of $130,000. As a part of the grant application, staff must submit a Class C or better construction cost estimate as well as a Board resolution indicating support for the project. The current 2023-2027 Capital Plan indicates grant funding for the construction of the pathway in 2023 in the amount of $200,000. The grant amount is a percent of eligible funding based on population and Salt Spring Island qualifies for up to 70% of the total eligible costs for the project (population less than 15,000).

The project aligns with the following Active Transportation Infrastructure grant funding criteria:

- Projects funded prior to 2021/22 by BC Active Transportation Grants must be completed by application submission date.
- Project is part of an active transportation network plan or equivalent
- Project can begin construction once provincial funding has been announced
- Projects will be completed by March 2024 (projects under $1 million)
- Projects are open to the public

Based on the IP total project estimate of $130,000, the grant will fund $91,000 and the remaining balance of $39,000 may be eligible for Community Works Fund program. The Community Works Fund can be counted as the applicants share toward the total project costs. There are sufficient funds in the Capital Reserves to fund the local government share should CWF not be approved and the 2023 Five Year Financial Plan may be amended to allocate the local share portion to the project.

ALTERNATIVES

Alternative 1:

The Salt Spring Island Transportation Commission recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:

That approval be given to submit a 2022/23 Active Transportation Infrastructure grant application for the Salt Spring Island Electoral Area Merchant Mew pathway project in the amount of $130,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.

Alternative 2:

The Salt Spring Island Transportation Commission refer back to staff to evaluate a different project for possible submission for the Active Transportation Infrastructure grant.

IMPLICATIONS

Alternative 1:

The Merchant Mews pathway project meets a mandatory requirement that the proposed project is "shovel ready".

The project is in the 2022 Five Year capital plan and there are sufficient funds in reserves projected to be $321,853 at the end of 2022 to match the applicant's share of the total estimated project costs should CWF funding not be approved.

The project is in alignment with the Board priority for community wellbeing – transportation and housing initiative to 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.

Alternative 2:

A request for further information to evaluate another project will further delay the project and risk missing the grant application deadline of October 20, 2022. The Merchant Mew pathway project is shovel ready with completed designs and cost estimates.

CONCLUSION

The CRD has been working with Islands Pathway, a local island volunteer group who advocate and contribute their time in planning and constructing pathways to improve safe active transportation options on Salt Spring Island. Island Pathways was awarded a contract to complete construction designs for this pathway and cost estimates. The Active Transportation Infrastructure Grant program is an excellent opportunity to fund the construction phase of the Merchant Mews Pathway project and should be pursued.

RECOMMENDATION

The Salt Spring Island Transportation Commission recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:

That approval be given to submit a 2022/23 Active Transportation Infrastructure grant application for the Salt Spring Island Electoral Area Merchant Mew pathway project in the amount of $130,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.

Submitted by:	Dean Olafson, P. Eng., MBA, Manager of Engineering, SSI Electoral Area
Concurrence:	Karla Campbell, MBA, BPA, Senior Manager, SSI Electoral Area

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REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 05, 2022

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

ISSUE SUMMARY

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

BACKGROUND

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

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

IMPLICATIONS

Program Delivery
Appendix A (attached) summarizes the progress in the development of 12 RHFP capital projects that have received approval from the CRD Board. These projects represent a total of 1,159 units with 259 to be rented at Shelter Rate.

Financial
These projects have been approved to receive a total of $80.6M in RHFP funding, with $39.4M remaining, and represent a total capital cost of approximately $359.7M.

CONCLUSION

The Project Summary provides the Hospitals and Housing Committee with an update on the status of program implementation and high-level details of the 12 approved projects.

RECOMMENDATION

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

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

ATTACHMENT

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

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Cedar Grove (Victoria)	$19,318,000	$9,000,000	BC Housing	30	72	Victoria Cool Aid Society (VCAS)	BC Housing	Regional Housing Trust Fund $600,000 (used to support 42 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2022	The building is substantially complete and occupancy permit is expected in late September 2022 with original tenants of Cedar Grove expected to move back during the month of October and new affordable housing tenants expected to move in November and December. Fire safety systems and building mechanical systems are being tested this month while minor finishing work proceeds. The recent delays were a result of supply chain issues for certain electrical components and the late addition of previously uninstalled ventilation system controls.
Croftonbrook (Salt Spring)	$22,116,905	$3,300,000	BC Housing	11	56	Islanders Working Against Violence	BC Housing	Regional Housing Trust Fund $408,000 (used to support 34 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2020 and 2022	Phase II, a 22 unit apartment building with 4 RHFP provincial assistance units was completed in 2020. Phase III, a 34 unit apartment building with 7 RHFP provincial assistance units completed in June 2022, with tenanting having commenced July 1, 2022. As of September 8, 2022, 31 of 34 units are occupied.
Drennan and Sooke (Sooke)	$45,622,950	$10,200,000	BC Housing	34	170	M'akola Housing Society	BC Housing	Regional Housing Trust Fund $765,000 (used to support 51 affordable units)	June 13, 2018	June 13, 2018 & November 13, 2019 (increase)	2023	The construction will be concluded in November 2023. North Building and Amenity framing completed – interior work, windows and siding installation underway. Level 4 and canopy of the South Building are underway.
Charters (formerly called Throup) (Sooke)	$20,917,220	$3,375,000	BC Housing	15	75	M'akola Housing Society	BC Housing	Regional Housing Trust Fund $330,000 (used to support 22 affordable units)	June 13, 2018	June 13, 2018	2022	Project close to completion (estimated early November) with move-in of December 1. Remaining work involves landscaping and site services.

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Spencer Road (Langford)	$38,263,972	$7,800,000	CMHC	26	130	CHRC	CMHC $7,800,000	n/a	June 13, 2018	June 13, 2018	Nov 2020	Project completed.
Millstream Ridge (formerly called Treanor) (Langford)	$45,215,533	$9,000,000	CMHC	30	132	CRHC	CMHC $9,000,000	n/a	n/a	November 14, 2018	2019	Project completed.
Hockley (Langford)	$32,775,610	$7,200,000	CMHC	24	120	CHRC	CMHC $7,200,000	n/a	n/a	November 14, 2018	Mar 2021	Project completed.
West Park Lane (View Royal)	$41,673,485	$10,200,000	CMHC	34	152	CRHC	CMHC $10,200,000	Regional Housing Trust Fund $660,000 (used to support 44 affordable units)	May 1, 2019	May 8, 2019	Nov 2020	Project completed.
Michigan Square Building 1 (Victoria)	$20,392,850	$4,500,000	CRHC	15	53	CRHC	CRHC $4,500,000	Regional Housing Trust Fund $570,000 (used to support 38 affordable units)	July 29, 2020	August 12, 2020	2023	Foundation upgrades to the existing parkade are nearing completion and wood framing is underway. The project remains on schedule for completion in Q4, 2023 and the final control budget of $34.2 M with a total of $10.9 M awarded through grants remains unchanged from the approved Major Capital Plan (2022-2026).
Michigan Square Building 2 (Victoria)	$16,630,070	$4,667,960	BC Housing	9	44	CRHC	BC Housing $4,667,960	Regional Housing Trust Fund $525,000 (used to support 35 affordable units)	N/A	December 8, 2021	2023	
Prosser Road (Central Saanich)	$16,981,555	$3,000,000	CMHC	10	51	CRHC	CMHC $3,000,000 BC Housing $3,250,000	Regional Housing Trust Fund $615,000 (used to support 41 affordable units)	N/A	April 14, 2021	2022	The underground parkade and wood framing of both buildings is complete. Building envelope installations are underway. CRD has requested an updated construction schedule to reflect the ongoing delays.

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Campus View (Saanich)	$39,781,210	$8,400,000	CRD CMHC	21	104	CRHC		Regional Housing Trust Fund (Intend to request $1,425,000 to support 95 affordable units)	N/A	December 8, 2021	2026	The rezoning and development permit application was submitted to the District of Saanich (Saanich) on April 12, 2022. Staff received comments back in July 2022 and are preparing document updates. Saanich staff have indicated that the rezoning application will take 12-18 months to get to Council.
Total RHFP Units				259	1,159							
Total RHFP Investment	$359,689,360	$80,642,960										

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REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, SEPTEMBER 20, 2022

SUBJECT **Development Permit with Variance for Lot 14, Section 97, Sooke District, Plan 14282 – 35 Seagirt Road**

ISSUE SUMMARY

A request has been made for a development permit with variance to authorize construction of a single family dwelling with secondary suite and related services, and to reduce the side yard setback requirement.

BACKGROUND

The 0.19 ha property is located at 35 Seagirt Road and is zoned Rural Residential 6 (RR-6) in the Juan de Fuca Land Use Bylaw No. 2040. The property is bounded by RR-6 zoned properties to the north, west, and south, Seagirt Road to the west, and Sooke Basin to the east (Appendix A).

Portions of the property are designated as Steep Slopes, Shoreline Protection, and Sensitive Ecosystem development permit areas by the East Sooke Official Community Plan, Bylaw No. 4000. A development permit is required to authorize works in designated development permit areas.

Prior to the adoption of land use or building bylaws in the Juan de Fuca Electoral Area, a single family dwelling was constructed on the subject property. Building Inspection records show that permit #5204 was issued in 1974 for an addition to the existing single family dwelling; this permit lapsed. In 2019, Building Inspection issued a demolition permit (BP005697) to clear the parcel.

The new owners now wish to construct a single family dwelling including a secondary suite roughly in the location of the previous dwelling (Appendices B and C). To accommodate the proposed structure, installation of a new septic field requiring excavation and site preparation within designated Steep Slopes is proposed.

Development Permit with Variance DV000090 is included as Appendix D for consideration.

ALTERNATIVES

Alternative 1
The Land Use Committee recommends to the CRD Board:
That Development Permit with Variance DV000090, for Lot 14, Section 97, Sooke District, Plan 14282, to vary Juan de Fuca Land Use Bylaw No. 2040, Part 2, Section 10.09(b) by reducing the side yard setback requirement from 6 m to 3 m to authorize construction of a single family dwelling with secondary suite and related services, be approved.

Alternative 2
That Development Permit with Variance DV000090 be denied.

IMPLICATIONS

Legislative Implications
The East Sooke Official Community Plan, Bylaw No. 4000, designates development permit areas (DPAs) and outlines development permit guidelines. The property is located within the Steep Slopes, Shoreline Protection, and Sensitive Ecosystem DPAs and, unless an exemption applies, a development permit is required prior to subdivision or alteration of land. CRD Delegation of Development Permit Approval Authority Bylaw No. 3462, gives the General Manager, Planning and Protective Services, the authority to issue a development permit; however, the delegated authority does not include development permits that require a variance, as stated in Section 5(a) of the bylaw.

Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Part 2, Section 10.09(b) specifies that the minimum side yard setback is 6 m. The proposed development does not meet this requirement; therefore, a variance is requested.

Public Consultation Implications
Pursuant to Section 499 of the *Local Government Act*, if a local government is proposing to pass a resolution to issue a development variance permit it must give notice to each resident/tenant within a given distance as specified by bylaw. Juan de Fuca Development Fees and Procedures Bylaw No. 3885, 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 metres. Any responses received from the public will be presented at the September 20, 2022, Land Use Committee meeting. There is no requirement for public consultation if a local government is considering a development permit.

Land Use Implications
Development Permit:
A geotechnical report was submitted by Alec Morse, P.Eng., of MGE Services Inc., dated June 24, 2022. The report provides a preliminary review of the site conditions, confirms that the proposal meets the Floodplain regulations in Part 5 of the JdF Land Use Bylaw, and addresses the applicable Steep Slope DP guidelines of the East Sooke Official Community Plan (Appendix E) for the proposed development. The professional report is appended to the draft permit (Appendix D).

The report described the existing driveway and cleared area located in a moderately sloped area near the middle of the parcel adjacent to the southern side lot line, as well as a steeper slope between the house pad and the foreshore in the northeast portion of the lot. The report advised that further excavation is required to expand the building site to accommodate the proposed development.

Construction of a dwelling under a valid Building Permit is exempt from Steep Slopes development permit area requirements as established by the East Sooke Official Community Plan Bylaw No. 4000, Section 514(C), provided that no other part of the land in the Steep Slope DPA will be altered for other purposes. A bedrock outcropping located along the western portion of the site is anticipated to require some drilling and blasting to provide an area for septic; therefore, the development does not meet the Steep Slope DP exemption criteria.

The site plan and professional report indicates that all proposed development will be located beyond the 15 m Shoreline Protection DPA boundary and no new works are proposed within the Sensitive Ecosystem designated area. Site preparation includes excavation to expose competent bearing soils below any fill and organic materials, and some form of rockfall mitigation is anticipated to be required from excavation of the bedrock. All foundations and retaining wall preparations will require further geotechnical review through the building permit process.

Variance:
The Rural Residential 6 (RR-6) zone regulations specify that side yard setbacks shall be a minimum of 6 m. The owner has requested a variance to reduce the side yard setback by 3 m to 3 m for the proposed dwelling. The proposal otherwise meets the requirements for the zone. Guideline (L) of Section 515 in the East Sooke OCP states that variances to allow the siting of buildings and structures outside of Steep Slopes will be considered.

The minimum lot size specified by the RR-6 zone is 1 ha; however, the subject property is only 0.19 ha as the subdivision was registered in 1960, before bylaws establishing minimum lot sizes were adopted. The smaller lot size, combined with the physical constraints imposed by the foreshore and steep slope areas restricts the buildable area. Staff note that the previous dwelling would have been located within the current side yard setback; however, it was constructed prior to zoning.

Development Permit with Variance DV000090 has been prepared for consideration to authorize the development and to grant a variance to reduce the side yard setback requirement from 6 m to 3 m. Any residents that may be affected by the proposal will have an opportunity to come forward with their comments through the public notification process. Staff recommend approval of the development permit with variance subject to public notification.

CONCLUSION

The applicant has requested a development permit with variance for the purpose of constructing a single family dwelling with secondary suite and related services in a designated Steep Slope Development Permit Area, and reduce the side yard setback requirement from 6 m to 3 m. Since feasible building locations are restricted by the topography of the site, staff recommend approval of the development permit with variance subject to public notification. If the Permit is approved by the Board, the Corporate Officer will proceed to issue the Permit and register a Notice of Permit on Title.

RECOMMENDATION

The Land Use Committee recommends to the CRD Board:
That Development Permit with Variance DV000090, for Lot 14, Section 97, Sooke District, Plan 14282, to vary Juan de Fuca Land Use Bylaw No. 2040, Part 2, Section 10.09(b) by reducing the side yard setback requirement from 6 m to 3 m to authorize construction of a single family dwelling with secondary suite and related services, be approved.

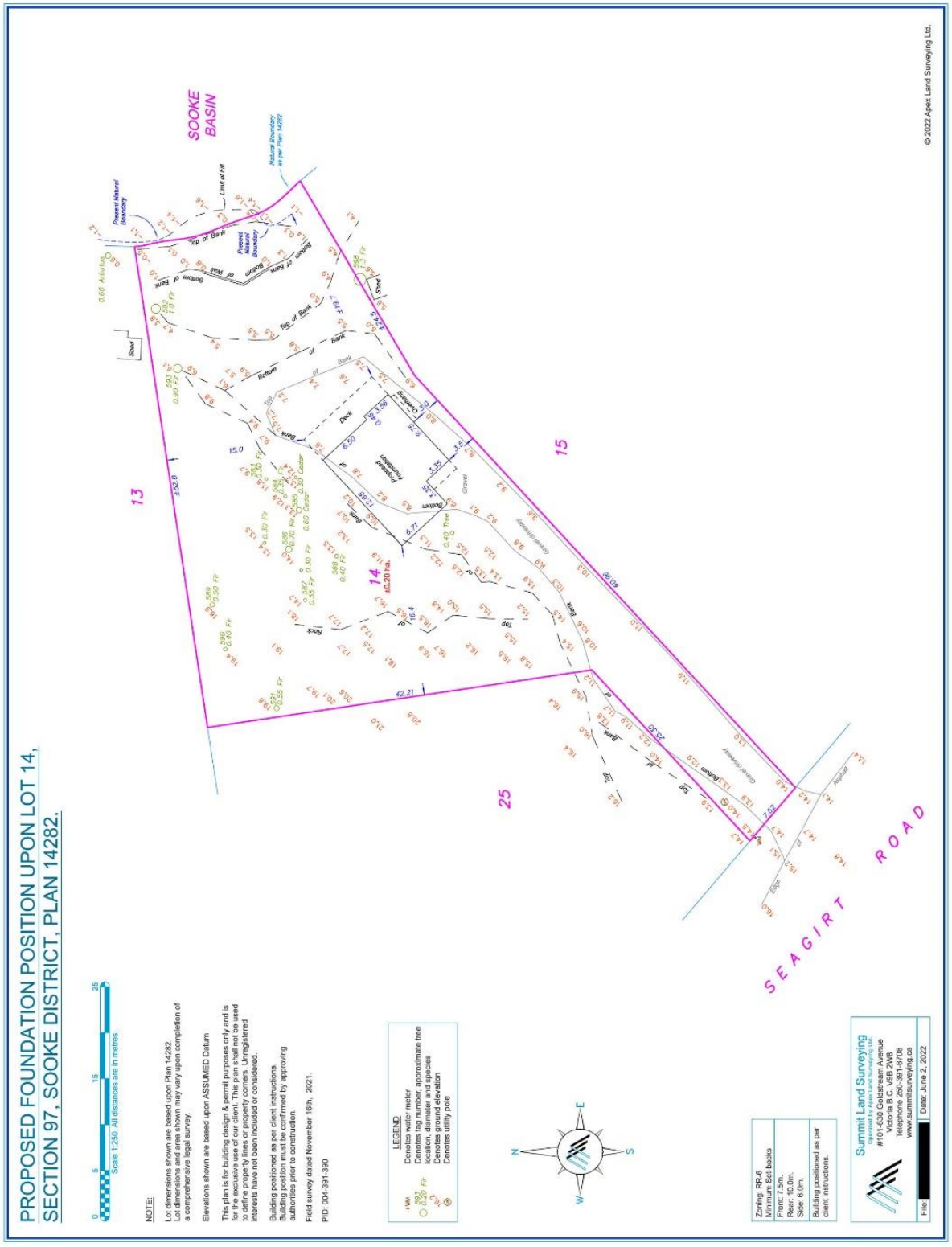
Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, Juan de Fuca Local Area Services
Concurrence:	Emily Sinclair, MCIP, RPP, Acting General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., Acting Chief Administrative Officer

ATTACHMENTS

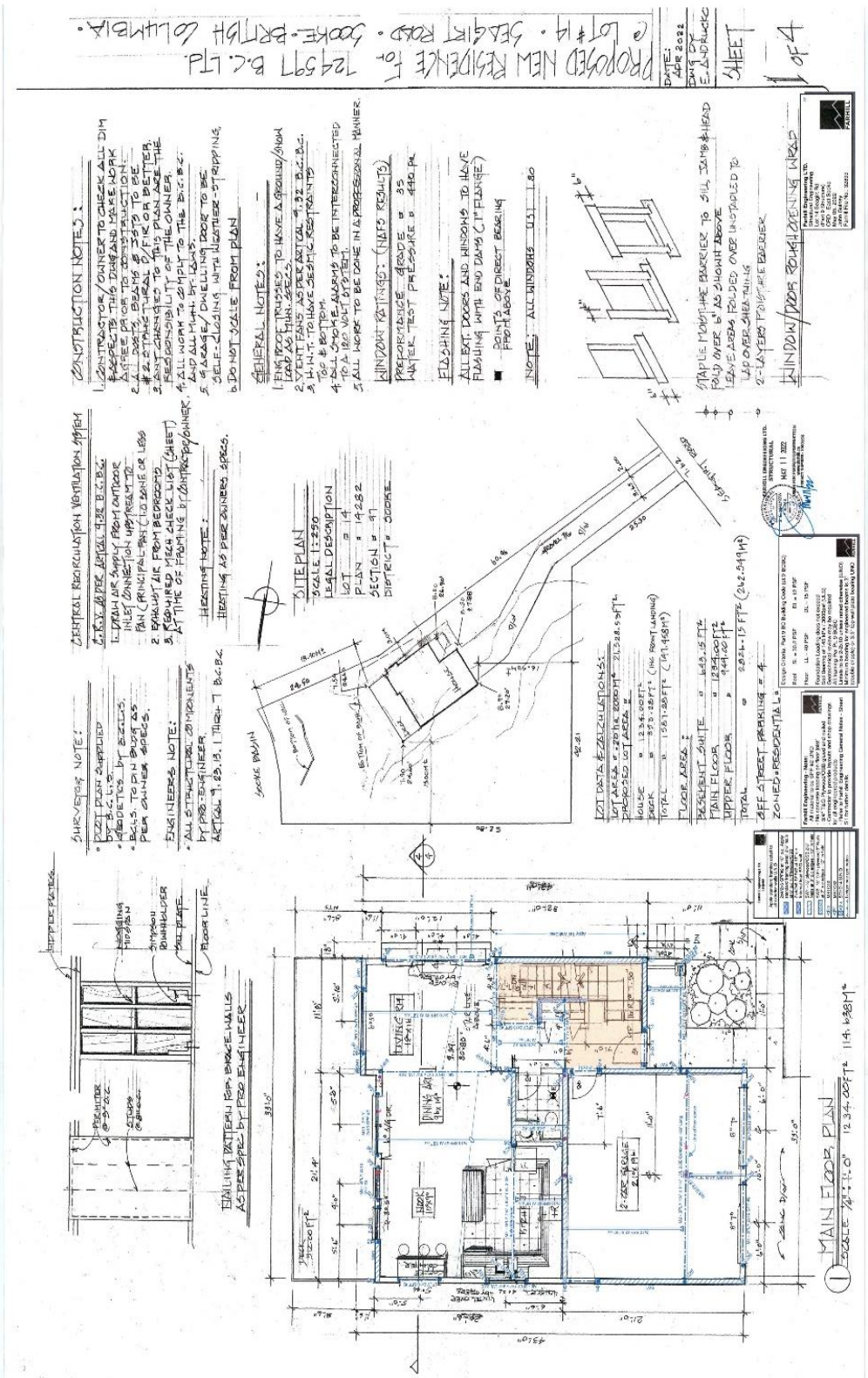
Appendix A: Subject Property Map
Appendix B: Site Plan with Requested Variance
Appendix C: Building Drawings
Appendix D: Permit DV000090
Appendix E: Development Permit Guidelines

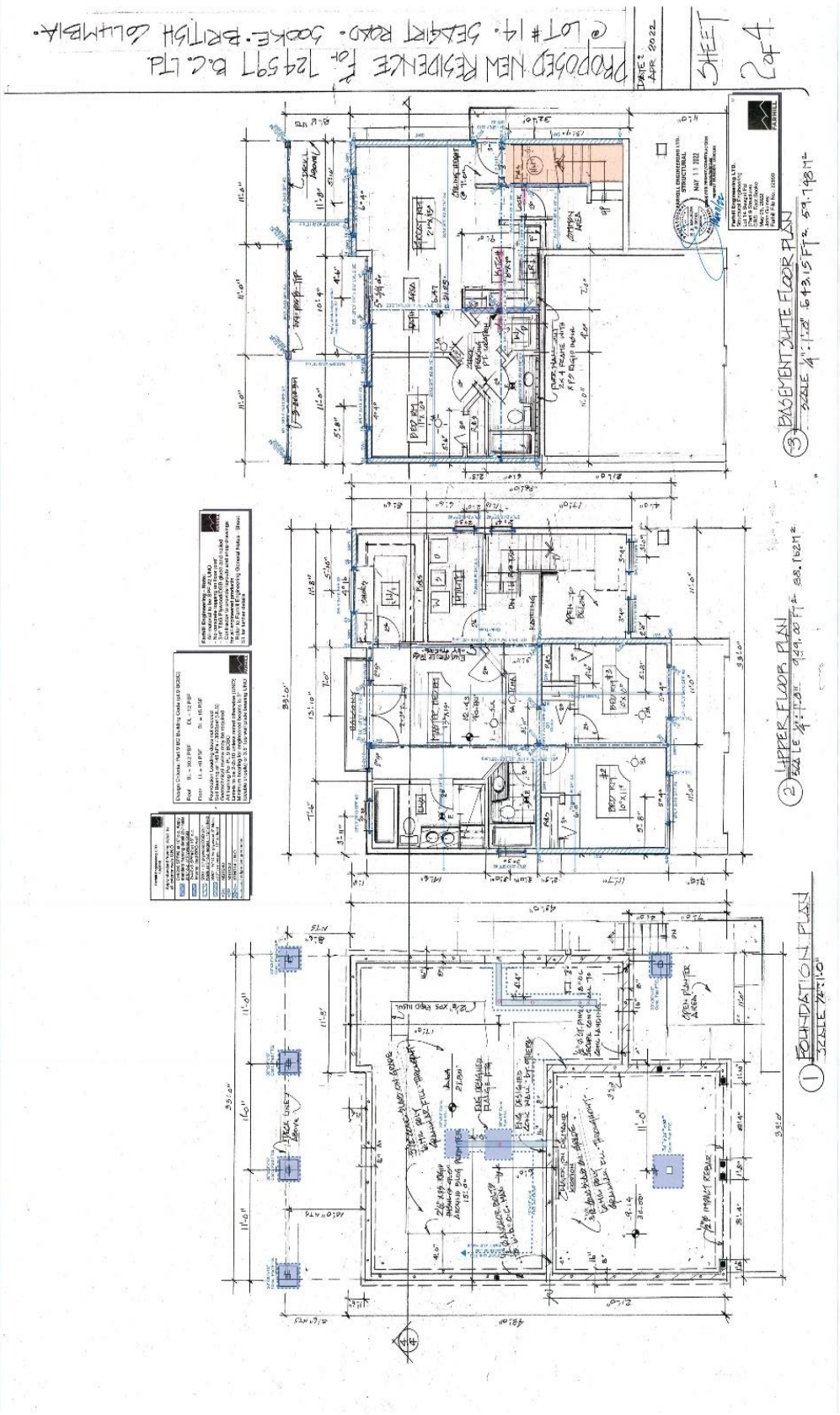
Appendix A: Subject Property Map

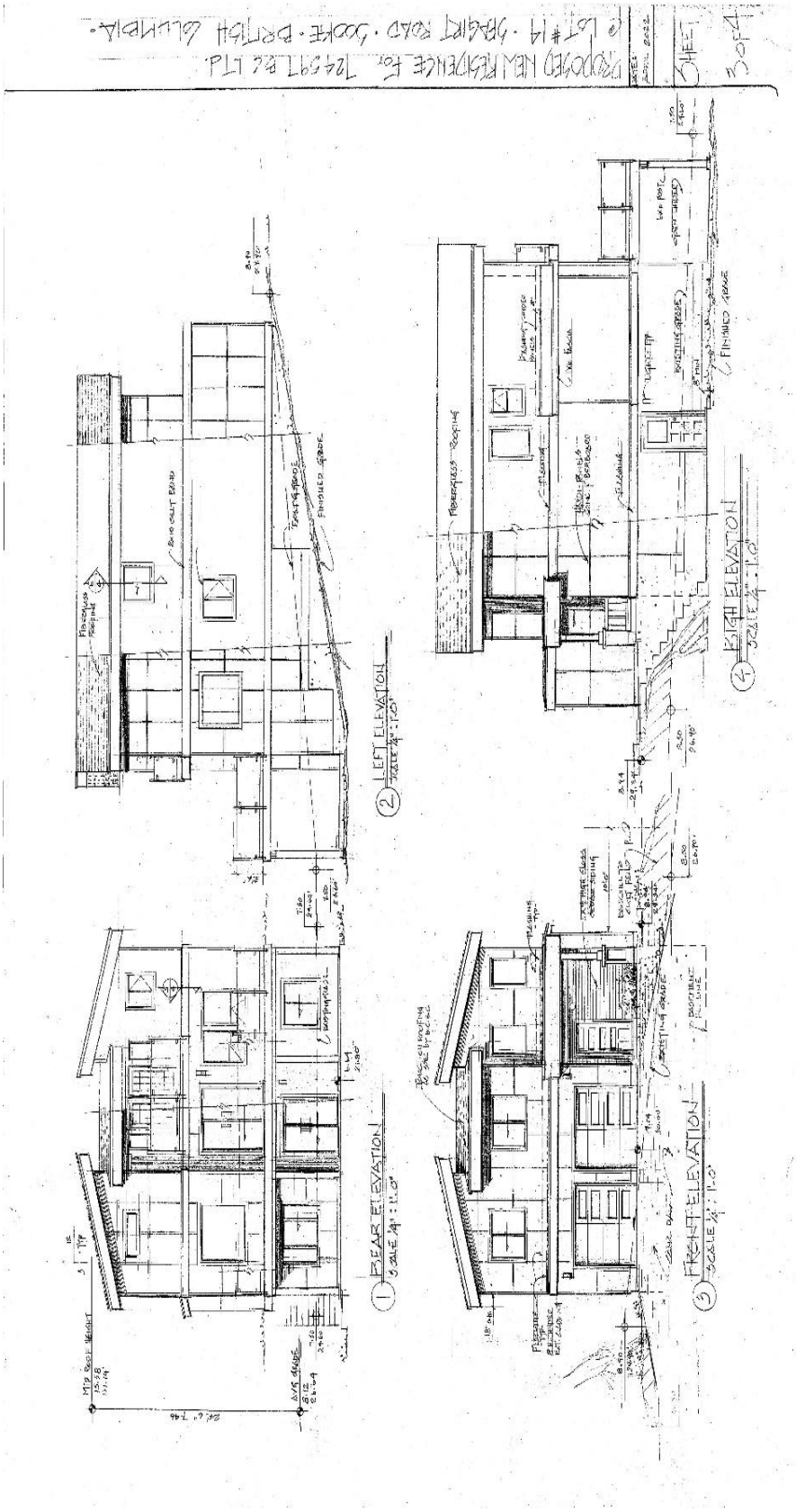
Appendix B: Site Plan with Requested Variance

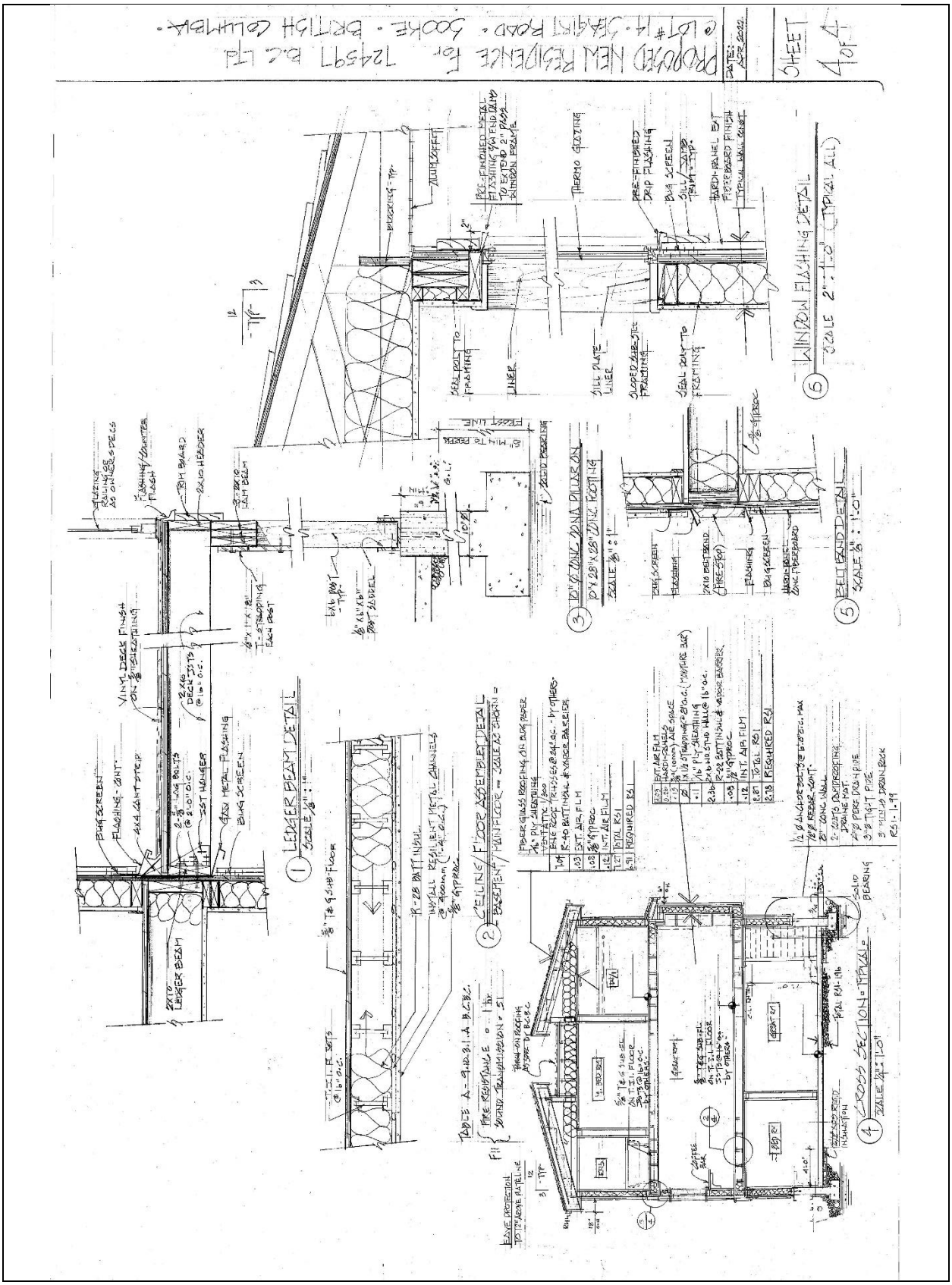


Appendix C: Building Drawings




PROPOSED NEW RESIDENCE for 1249TT B.C. LTD.
@ LOT # 14. SEAGIRT ROAD. DOOKE. BRITISH COLUMBIA.
SHEET 2 of 4
DATE: APR 2022
BASEMENT SUITE FLOOR PLAN
SCALE 1/4"=1'-0" 643.15 FT2. 59.748M2
UPPER FLOOR PLAN
SCALE 1/4"=1'-0" 959.00 FT2. 88.162M2
FOUNDATION PLAN
SCALE 1/4"=1'-0"


PROPOSED NEW RESIDENCE for 724971 B.C. LTD.
Lot #14 · Bradner Road · Yarrow · British Columbia.
SHEET
1 REAR ELEVATION
SCALE 1/4" = 1'-0"
2 LEFT ELEVATION
SCALE 1/4" = 1'-0"
3 FRONT ELEVATION
SCALE 1/4" = 1'-0"
4 RIGHT ELEVATION
SCALE 1/4" = 1'-0"


PROPOSED NEW RESIDENCE for 1245971 B.C. Ltd
@ LOT #14 - SAANICH ROAD - SOOKE - BRITISH COLUMBIA
SHEET 4 OF 4
DATE: APR 2022
WINDOW FLASHING DETAIL
SCALE 2" = 1'-0" (TYPICAL ALL)
BELT BAND DETAIL
SCALE 3/8" = 1'-0"
10" CONC. ZONA PILASTER ON 10" X 28" X 28" CONC. FOOTING
SCALE 3/8" = 1'-0"
1 LEDGER BEAM DETAIL
SCALE 3/8" = 1'-0"
2 CEILING/FLOOR ASSEMBLY DETAIL
BASEMENT/MAINFLOOR — SCALE AS SHOWN
TABLE A-9.10.8.1.A B.C.B.C.
3 CROSS SECTION
SCALE 1/4" = 1'-0"

Appendix D: Permit DV000090

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CAPITAL REGIONAL DISTRICT

DEVELOPMENT PERMIT WITH VARIANCE NO. DV000090

1. This Development Permit with Variance is issued under the authority of Sections 490 and 498 of the *Local Government Act* and subject to compliance with all of the bylaws of the Regional District applicable thereto, except as specifically varied or supplemented by this Permit.
2. This Development Permit with Variance 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: 004-391-390;
   Legal Description: Lot 14, Section 97, Sooke District, Plan 14282 (the "Land")
3. This development permit authorizes construction and installation of a single family dwelling with secondary suite and services (the "development") on the Land, located within the development permit areas established under the East Sooke Official Community Plan, Bylaw No. 4000, 2018, Section 510 (Steep Slopes), in accordance with the plans submitted to the CRD and subject to the conditions set out in this Permit.
4. The conditions under which the development referred to in section 3 may be carried out are as follows:
   a) That the development occur as identified on the Site Plan, prepared by Summit Land Surveying, dated June 2, 2022;
   b) That the development occur as identified on the Building Plans, dated April, 2022;
   c) That the development comply with the report prepared by Alec Morse, P.Eng., of MGE Services Inc., dated June 24, 2022 (the "Geotechnical Report"),
   d) That the Land within 15 m from the natural boundary of the sea remain free of development; and
   e) That disturbed areas within the steep slopes development permit area be properly revegetated using plant material indigenous to the site or other suitable non-invasive species designated as acceptable by the CRD.
5. The Capital Regional District's Juan de Fuca Land Use **Bylaw No. 2040** is varied under section 498 of the *Local Government Act* as follows:
   a) That Part 2, Section 10.09(b) be varied by reducing the side yard setback requirement from 6 m to 3 m.
6. 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 (DV000090) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
7. 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.
8. 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.

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DV000090

9. The following plans and specifications are attached to and form part of this Permit:
   Appendix A: Site Plan
   Appendix B: Building Plans
   Appendix C: Geotechnical Report
10. This Permit is NOT a Building Permit.
11. In issuing this Development Permit, the CRD does not represent or warrant that the land can be safely developed and used for the use intended and is acting in reliance upon the conclusions of the Geotechnical Report regarding the conditions to be followed for the safe development of the land.

RESOLUTION PASSED BY THE BOARD, THE ___ day of _____, 2022.

ISSUED this _____ day of _____, 2022.

_____
Corporate Officer
Kristen Morley

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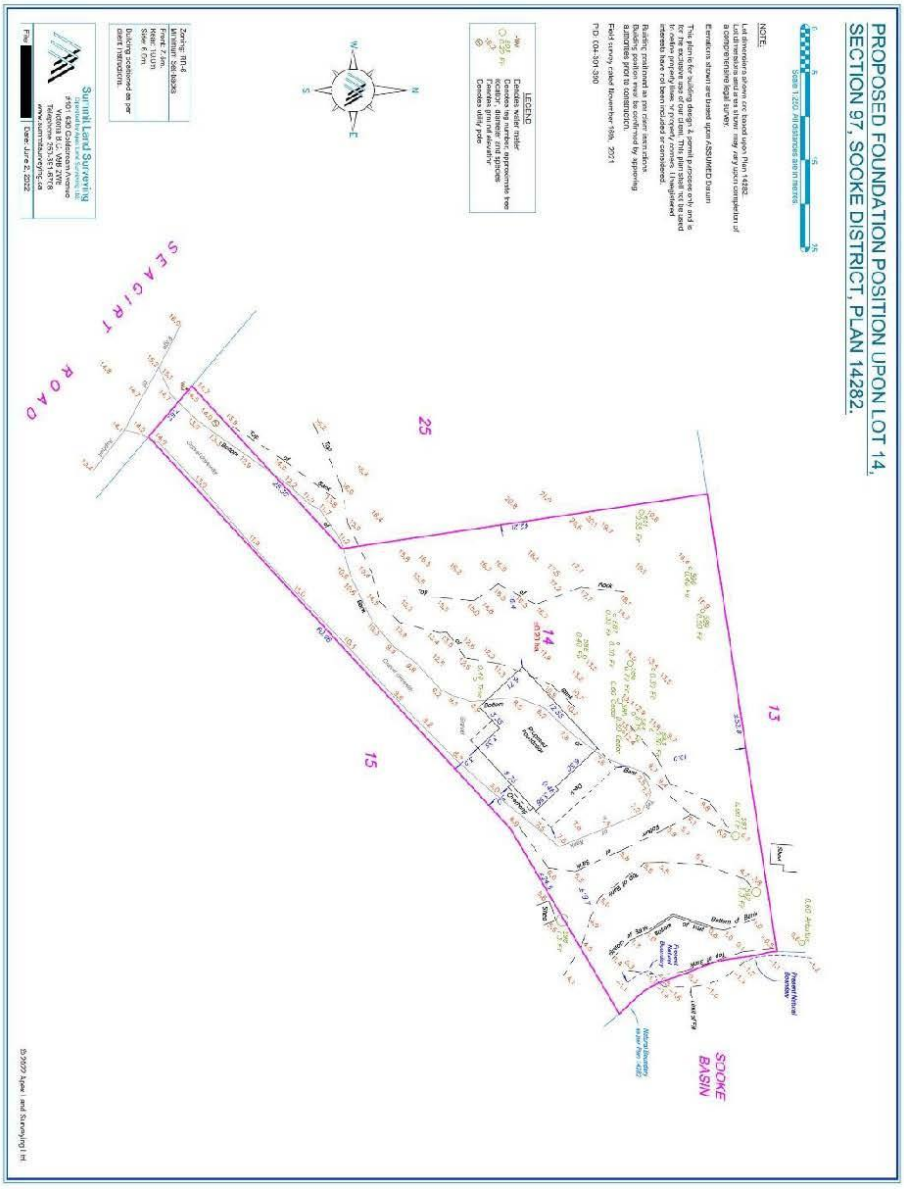
Appendix A: Site Plan with Requested Variance



3

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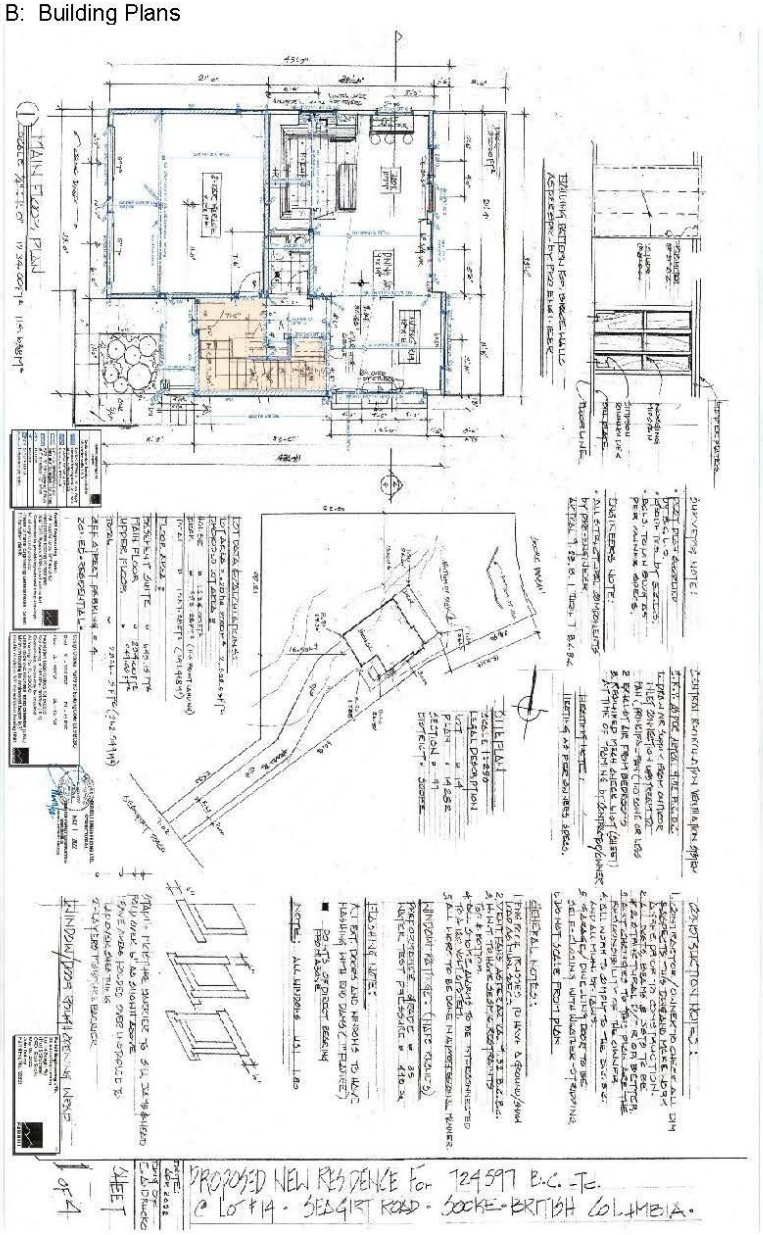
Appendix B: Building Plans



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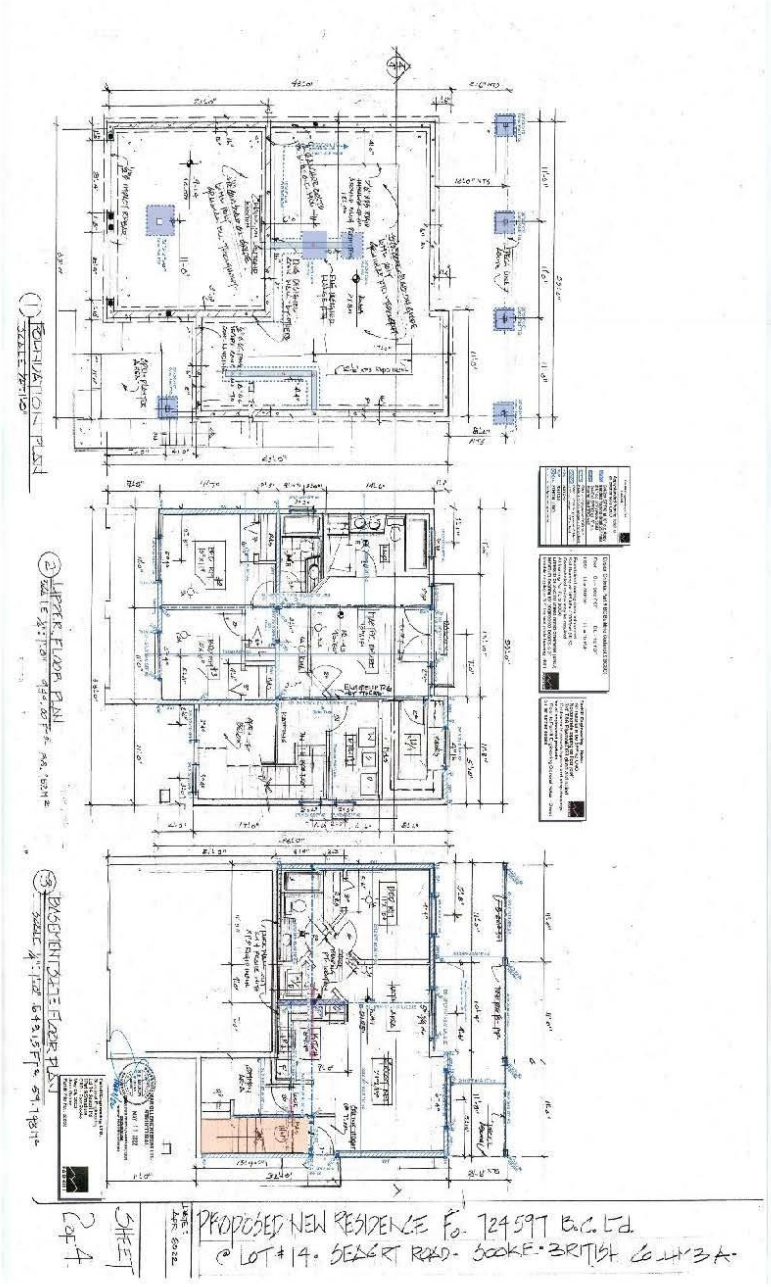

5

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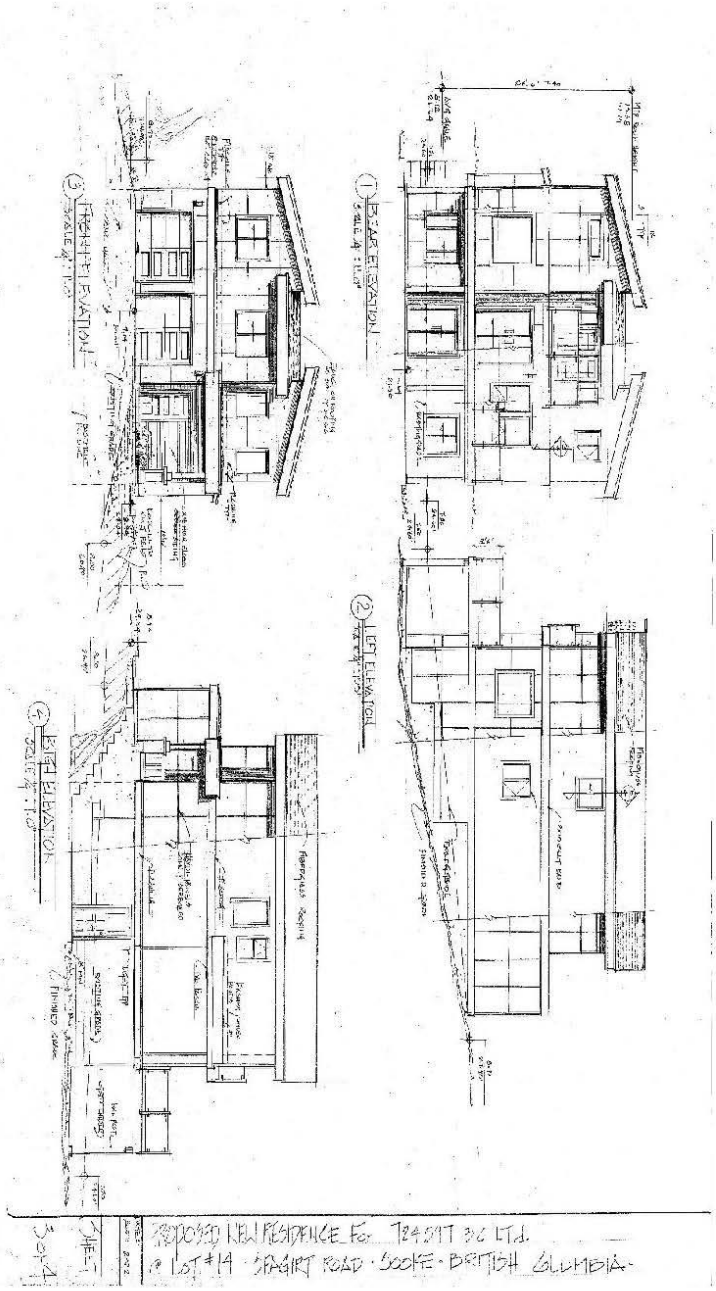

6

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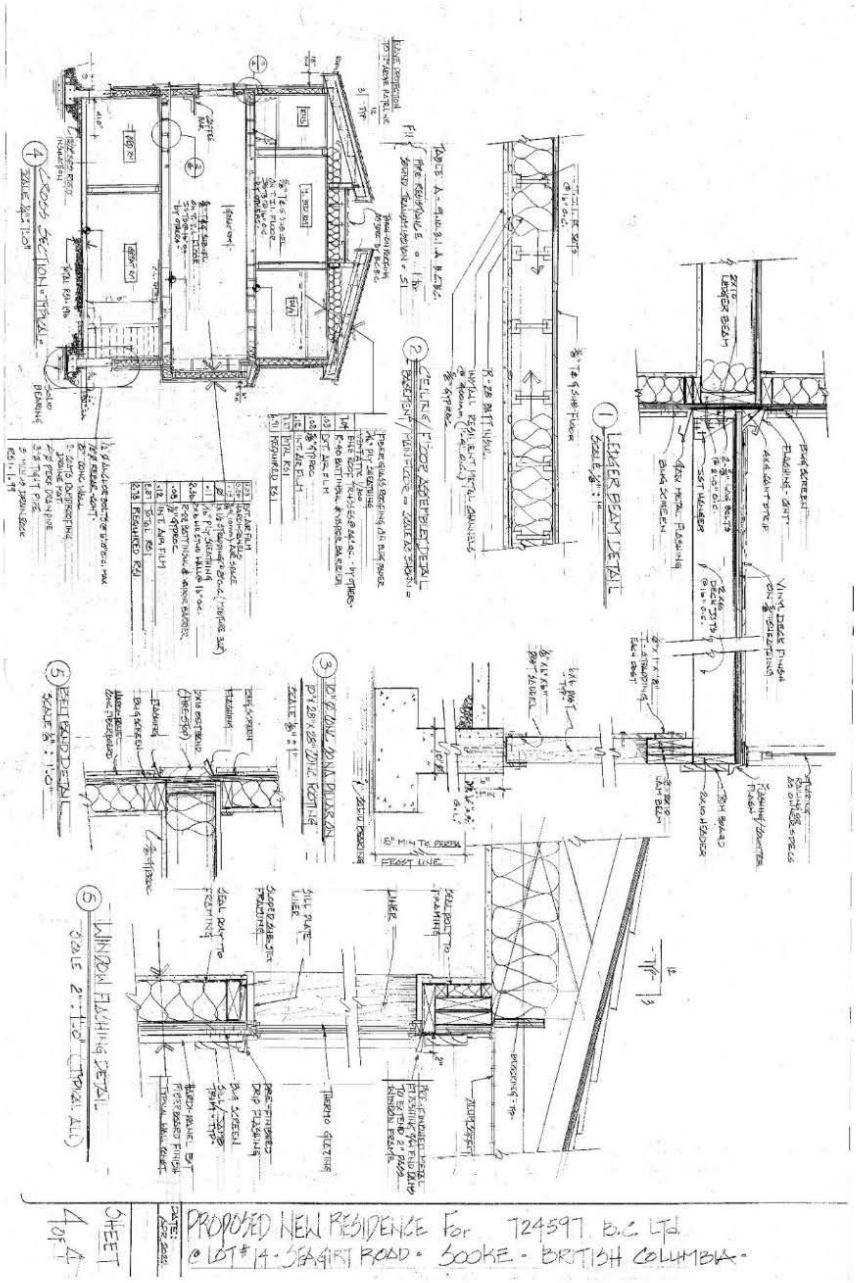

CRD
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DV000090

Appendix C: Geotechnical Report

MGE Services Inc.
740 Cowper Street, Victoria, BC V9A 2E9
250-661-8335
MGEservices@shaw.ca
www.MGEservices.ca

June 24, 2022
File: 21M-082

[redacted]

RE: Proposed House – 35 Seagirt Road, East Sooke
Preliminary Geotechnical Report

As requested by [redacted] (the Client), MGE Services Inc. (MGE) has carried out a preliminary geotechnical review at the above-referenced site for a proposed new residential dwelling to be constructed on the site. The subject property has a foreshore slope down to the north and has been designated as a steep slope according to the Capital Regional District (CRD) Bylaw No. 4000. Review of the Juan de Fuca Land Use Bylaw No. 2040 was also carried out with respect to the flood plain setback for the dwelling, as discussed herein.

The site is located on the northeast side of Seagirt Road in East Sooke with other residential properties on either side. There had been a residential dwelling on the property, which has been demolished at the time of our review. The site has an overall slope down towards Sooke Basin to the north of the site, with the driveway and house pad area sloped gently and a steeper portion of the slope between the proposed house pad and the beach. The surficial and bedrock geology mapping indicates that the site is underlain by a relatively thin veneer of glacial deposits (Vashon Till), overlying hard, sound, metamorphic bedrock (Wark Gneiss). There is bedrock outcropping along the west side of the site, which is expected to requiring drilling and blasting for removal.

MGE conducted a site visit with the Client and Mr. John Guiney (the Contractor) to review the existing conditions on February 4, 2022. The attached Table 1 – Site Photos provides documentation of the current conditions at the subject site. The proposed house pad appears to consist of miscellaneous fills that following house demolition and it is expected that further site preparation will be needed. Review of the slope down from the house pad to the beach indicates there are localized steep portions of the slope that were measured to be greater than 45 degrees and the majority of the slope was measured to be approximately 30 degrees, which the CRD uses to categorize the site as a steep slope. The slope was observed to be vegetated with grass and shrubs, and there was no evidence of active slope creep.

Review of the house plans, recently updated, indicate that the building is being constructed as a stepdown basement, with the slope being daylighted at the level of the basement. This lowering of the house foundation and reducing of the overall height of the slope provides suitable stability and bearing support for the proposed structure. With the footing level at this new designed elevation, flood plain setback from Bylaw 2040 is considered to be met.

There will need to be site preparation required to create a building pad for the proposed house, which will include drilling, blasting and excavation to expose competent bearing soils below the fills and organic

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DV000090

MGE Services Inc.
740 Cowper Street, Victoria, BC V9A 2E9
250-661-8335
MGEservices@shaw.ca
www.MGEservices.ca

June 24, 2022
File: 21M-082

materials. MGE should carry out further review when earthworks are ongoing on the site to confirm the subsurface conditions within the building site.

Based on the house plans showing the house and garage sites extending into the existing intact bedrock, there will be cut slopes within the bedrock that will need to be reviewed as the site is developed. It is anticipated that there some form of rockfall mitigation will be needed, likely a catchment ditch or wall. Further review will need to be carried out by MGE following blasting.

This report has been prepared exclusively for Mark & Ariana Lynn in accordance with the November 29, 2021 contract between MGE and the Client. No third party can rely on this letter subject to the terms and conditions under which the work was completed. The Capital Regional District is considered to be an authorized user of this report.

We trust this meets your current requirements and ask that you contact the undersigned if there are any questions or concerns.

Yours truly,
MGE Services Inc. (Permit to Practice No. 1003085)

Per: Alec Morse, P.Eng.

PROFESSIONAL ENGINEER
PROVINCE OF BRITISH COLUMBIA
L.A. MORSE
#29662

Attach: Table 1 – Site Photos

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DV000090

MGE

Table 1: Site Photos
Project: 35 Seagirt Lane, East Sooke [redacted] File: 21M-082

Driveway leading down to proposed house site, with bedrock outcrop exposed on west side.	Building site covered with gravel following demolition of former house on the property.
Foreshore slope extending down to the beach from the proposed house site.	Existing slope, into which the house foundation will be excavated and daylighted for basement.

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Appendix E: Development Permit Guidelines

515 Guidelines for the Steep Slope Development Permit Area

Development permits for development in the Steep Slope DPA will be considered in accordance with the following guidelines:

A. Development and alteration of land will be planned to avoid intrusion into and minimize the impact on the Steep Slope DPA.
B. The removal of vegetation and impact to tree root zones will be minimized.
C. The placement of fill, disturbance to the soil, undercutting and blasting will be minimized.
D. Development should minimize alterations to steep slopes and the development should be designed to reflect the site rather than altering the site to reflect the development.
E. Changes in hydrology will be minimized.
F. Runoff from the development will not destabilize or cause damage to the subject property or neighbouring properties.
G. Development will be designed to avoid erosion and sedimentation.
H. Erosion control measures and temporary fencing may be required during and after construction.
I. The planting of native vegetation in both disturbed and undisturbed areas may be required to reduce the risk of erosion and improve slope stability.
J. Heavy machinery cannot be used in circumstances where or when it might cause erosion or destabilize the slope.
K. The clustering of buildings and structures on less steep areas is encouraged and setbacks may be varied to accommodate this.
L. Variances to allow the siting of buildings and structures outside the Steep Slope DPA will be considered.
M. Over-steep driveways and sharp switchbacks are discouraged and will be minimized.
N. Shared driveways may be required where they will minimize the disturbance to steep slopes.
O. Large, single-plane retaining walls are discouraged and landscaping should follow the natural contours of the land.
P. As a condition of the issuance of a development permit, compliance with any or all conditions recommended in a report by a *QP* will be considered by the CRD and may be included in development permit.

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REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, SEPTEMBER 20, 2022

SUBJECT **Development Permit with Variance for Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 – 11-7450 Butler Road**

ISSUE SUMMARY

An application has been made for a development permit with variance in order to authorize the siting of a permanent shipping container and authorize construction of an additional building within a designated commercial and industrial development permit area.

BACKGROUND

The subject property is located within the Sooke Business Park strata development on Butler Road in Otter Point (Appendix A). Boulevard landscaping was installed as part of Development Permit DP-07-08, issued for the original subdivision. The property is entirely enclosed with black chain-link fencing.

The property is zoned Sooke Business Parks Industrial (M-SBP) in the Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040. There is an existing 174 m^2 industrial building with a 90.1 m^2 caretakers dwelling unit on the lot that was completed under Building Permit BP002771 and Development Permit DP000221. An addition to the unit to expand the entrance was completed under BP005887. The building operates as a cannabis production facility under a licence from Health Canada.

The owners have now applied to construct a 59 m^2 building in the rear yard in order to expand the cannabis production facility (Appendix B). The site plan submitted in support of the application shows an additional shipping container located in the rear yard installed without permits. The applicant has confirmed that the shipping container is used for storage and is to remain on the parcel permanently. The applicant has requested a variance to reduce the rear yard setback from 4.5 m to 0.6 m to allow for construction of an additional structure and to authorize the siting of the existing shipping container (Appendix C).

The property is designated within the Commercial and Industrial Development Permit Area in the Otter Point Official Community Plan, 2014, Bylaw No. 3819, for the form and character of industrial development (Appendix D). The applicant has requested a development permit for the proposed accessory building.

ALTERNATIVES

Alternative 1
The Land Use Committee recommends to the CRD Board:
That Development Permit with Variance DV000087, for Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 to vary Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Part 2, Section 27B.09(d)(ii) by reducing the rear yard setback requirement from 4.5 m to 0.6 m for the purpose of constructing an industrial building and to authorize the siting of a permanent shipping container, be approved.

Alternative 2
That Development Permit with Variance DV000087 be denied.

IMPLICATIONS

Legislative Implications

The Otter Point Official Community Plan, 2014, Bylaw No. 3819, designates development permit areas for the form and character of industrial development. The subject property is located within a Commercial and Industrial development permit area; therefore, a development permit is required for the proposed construction. CRD Delegation of Development Permit Approval Authority Bylaw, 2009, Bylaw No. 3462, gives the General Manager, Planning and Protective Services, the power to issue a development permit; however, the delegated authority does not include development permits that require a variance, as stated in Section 5(a) of the bylaw.

The Juan de Fuca Land Use Bylaw, Bylaw No. 2040, Part 2, Section 27B.09(d)(ii) specifies that the rear yard setback requirement is 4.5 m. An existing shipping container was placed within the rear yard setback and the applicants are proposing to construct an additional building within the rear yard setback; therefore, a variance is requested.

Public Consultation Implications

Pursuant to Section 499 of the *Local Government Act*, if a local government is proposing to pass a resolution to issue a development variance permit it must give notice to each resident/tenant within a given distance as specified by bylaw. Juan de Fuca Development Fees and Procedures Bylaw No. 3885, 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 metres. Any responses received from the public will be presented at the September 20, 2022 Land Use Committee meeting. There is no requirement for public consultation if a local government is considering a development permit.

Land Use Implications

Development Permit:
The owners have retained Doran Musgrove Architect to design the 60 m^2 additional industrial building. The construction must address the form and character development permit guidelines as outlined in Section 6.7.4, Guideline #1, of Bylaw No. 3819.

Guideline #2 requires that the proposed building design fit into the natural surroundings. The façade of the new building is to be a combination of natural colour siding and metal siding and the use of shipping containers for storage within screened areas is commonplace within the strata. The development is located in the rear yard adjacent to the common property septic disposal field area for the West Coast Super Storage strata. The subject property is located within Sooke Business Park which was previously a dryland sort yard supporting forestry operations and has long been cleared of any natural vegetation. Therefore, guideline #3 is not applicable.

To address guidelines #4, #5 and #6, existing boulevard landscaping will be retained in order to screen parking areas, loading facilities and outdoor storage.

Downward facing lights will be installed above all entrances in order to reduce glare into the surrounding environment, pursuant to guideline #7.

Guideline #8 recommends the range of building material be complementary to existing buildings and that front entrances use a combination of exterior surface textures. The additional building will be located behind the existing structure which incorporates wood posts and siding to define the main entrance and textured corrugated metal siding, similar to other buildings in the Sooke Business Park.

The building is adjacent to a community trail; therefore, guideline #9 is applicable. Planning staff referred the application to JdF Electoral Area Parks for comment. Parks staff had no concerns regarding the proposed development and additional landscape screening was not requested.

No roof-top equipment is proposed and parking requirements have been addressed, as outlined in guidelines #10 and #11.

A security deposit is not requested as indicated in guideline #12 as no further landscaping is required.

Potable water and sewage disposal will be required in accordance with existing covenants registered on title of the property and the CRD Building Bylaw. The application was referred to JdF Building Inspection; any additional requirements for both the existing shipping container and the proposed additional building will be confirmed through the building permit process.

Variance:
The applicant proposes to construct an industrial building within 0.6 m of the rear parcel line; however, the M-SBP zone specifies a minimum setback requirement of 4.5 m. The applicant has requested a variance to allow for the siting of the industrial building and to also authorize the siting of an existing permanent shipping container, which is located 0.9 m from the rear lot line.

Both the proposed building and the existing shipping container meet the front, internal and external side yard setback requirements and all existing and proposed structures on the parcel are within the 60% maximum lot coverage. Access and egress will remain on the strata road to the north of the property. The setbacks for the proposed building will be verified by survey at the time of construction through the Building Permit process.

Development Permit with Variance DV000087 is included as Appendix E for consideration. Since the proposed design satisfies the development permit guidelines as outlined in Section 6.7.4 of Bylaw No. 3819, and as no significant impacts are anticipated to result from reducing the rear yard setback from 4.5 m to 0.6 m in this circumstance, staff recommend issuance of the development permit with variance subject to public notification.

CONCLUSION

The applicant has requested a development permit with variance for the purpose of authorizing the siting of a permanent shipping container, and to authorize construction of a new industrial building within a designated commercial and industrial development permit area. The proposed variance would reduce the rear yard setback from 4.5 m to 0.6 m. Since the proposed design satisfies the development Commercial and Industrial Development Permit Area guidelines of Bylaw No. 3819, and as no significant impacts are anticipated to result from the variance, staff recommend approval of the development permit with variance subject to public notification. If the Permit is approved by the Board, the Corporate Officer will proceed to issue the Permit and register a Notice of Permit on Title.

RECOMMENDATION

The Land Use Committee recommends to the Capital Regional District Board:
That Development Permit with Variance DV000087, for Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 to vary Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040, Part 2, Section 27B.09(d)(ii) by reducing the rear yard setback requirement from 4.5 m to 0.6 m for the purpose of constructing an industrial building and to authorize the siting of a permanent shipping container, be approved.

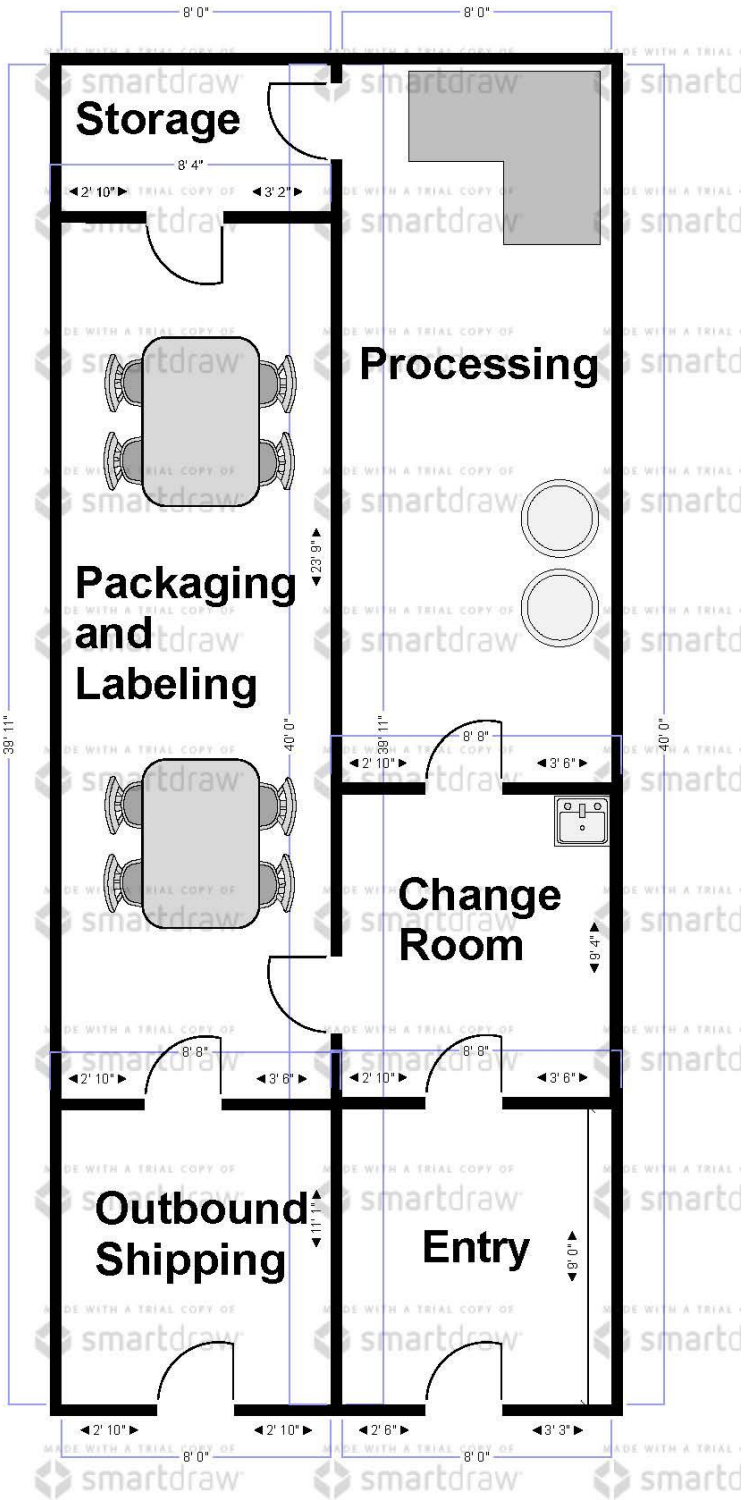
Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF Local Area Services
Concurrence:	Emily Sinclair, MCIP, RPP, Acting General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., Acting Chief Administrative Officer

ATTACHMENTS

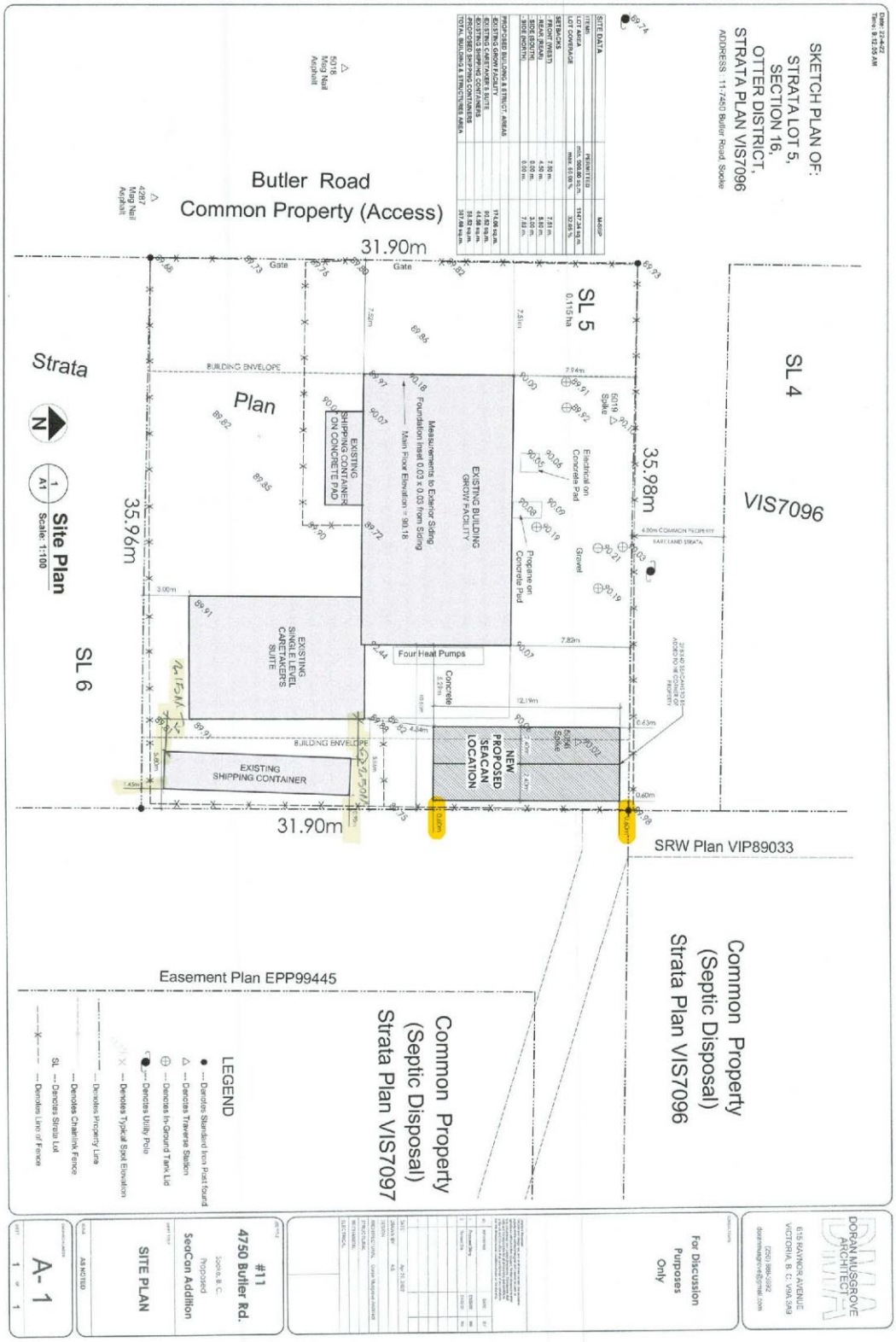
Appendix A: Subject Property Map
Appendix B: Proposed Building Plans – Additional Industrial Building
Appendix C: Site Plan and Requested Variance
Appendix D: Development Permit Guidelines
Appendix E: Permit DV000087

Appendix A: Subject Property Map

Appendix B: Proposed Building Plans – Additional Industrial Building



Appendix C: Site Plan and Requested Variance



Appendix D: Development Permit Guidelines

6.7.4 Guidelines

Development Permits issued in "Commercial and Industrial DPA" will be in accordance with the following:

1. No development, building, subdivision or sewage disposal system will be permitted in the Commercial and Industrial Development Permit Area, as specified in the Justification above, except as allowed by a Development Permit or subject to the general exemptions as outlined in Section 6.2 of this Plan.
2. Design buildings to take advantage of natural contours and features of the landscape so that buildings and structures fit into the natural surroundings.
3. Design buildings in a form which can make best use of the natural setting, which allows for retention of natural vegetative cover and which reinforces existing aesthetic and natural advantages of the area.
4. Retain existing second-growth forest and native understorey plants in areas where there are no buildings, structures, parking areas or other constructed features.
5. Minimize outdoor storage and screen outdoor storage and loading/unloading facilities from neighbouring properties through the retention of trees and native understorey plants, or through the planting of native or complementary species, or by using fencing.
6. Screen parking areas to the greatest extent possible with existing and new landscaping, as described in subparagraph (5).
7. Install outdoor lighting which is of low intensity and pedestrian-oriented or which is directed down and away from surrounding residential areas so as to reduce and minimize glare into the environment.
8. The range of building materials used for new buildings should be complementary to existing buildings. The front entrances should be designed to use a combination of exterior surface textures.
9. Where parcels are located adjacent to a trail established by the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission, buildings should be set back from the property line to prevent the trail being in constant shadow, and landscaping provided to screen the commercial or industrial use from the trail.
10. Roof-top equipment should be kept to a minimum and integrated into the overall building design.
11. Parking, loading, and access and egress areas should be designed to accommodate commercial vehicles and ensure safe vehicular movement.
12. To ensure that all landscaping requirements and/or site remediation works of the Development Permit Area are undertaken, applicants may be required to provide a detailed landscape estimate. Prior to issuance of any permit, the applicant may be required to provide a security deposit.

Appendix E: Permit DV000087

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CAPITAL REGIONAL DISTRICT

DEVELOPMENT PERMIT WITH VARIANCE NO. DV000087

1. This Development Permit with Variance is issued under the authority of Sections 490 and 498 of the *Local Government Act* and subject to compliance with all of the bylaws of the Regional District applicable thereto, except as specifically varied or supplemented by this Permit.
2. This Development Permit with Variance 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: 028-646-452;
   Legal Description: Strata Lot 5, Section 16, Otter District, Strata Plan VIS7096 (the "Land")

3. This development permit authorizes the construction an industrial building and the siting of a permanent shipping container (the "development") on the Land, located within the development permit areas established under the Otter Point Official Community Plan, Bylaw No. 3819, 2014, Section 6.7 (Commercial and Industrial) in accordance with the plans submitted to the CRD and subject to the conditions set out in this Permit.
4. The conditions under which the development referred to in section 3 may be carried out are as follows:
   a. That the components of the development occur as identified on the on the Sketch Plan, prepared by Doran Musgrove Architecture, dated April 22, 2022.
5. The Capital Regional District's **Bylaw No. 2040**, Part 2, Section 27B.09(d)(ii), is varied under section 498 of the *Local Government Act* as follows:
   a. That the rear yard setback of the Sooke Business Park Industrial (M-SBP) zone be reduced from 4.5 m to 0.6 m for the purpose of constructing an industrial building and to authorize the siting of a permanent shipping container, as shown on the Sketch Plan.
6. 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 (DV000087) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
7. 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.
8. 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.
9. The following plans and specifications are attached to and form part of this Permit:
   i. Sketch Plan prepared by Doran Musgrove Architecture, dated April 22, 2022.
10. This Permit is NOT a Building Permit.

RESOLUTION PASSED BY THE BOARD, THE ____ day of _____, 2022.

ISSUED this _____ day of _____, 2022

_____
Kristen Morley
Corporate Officer

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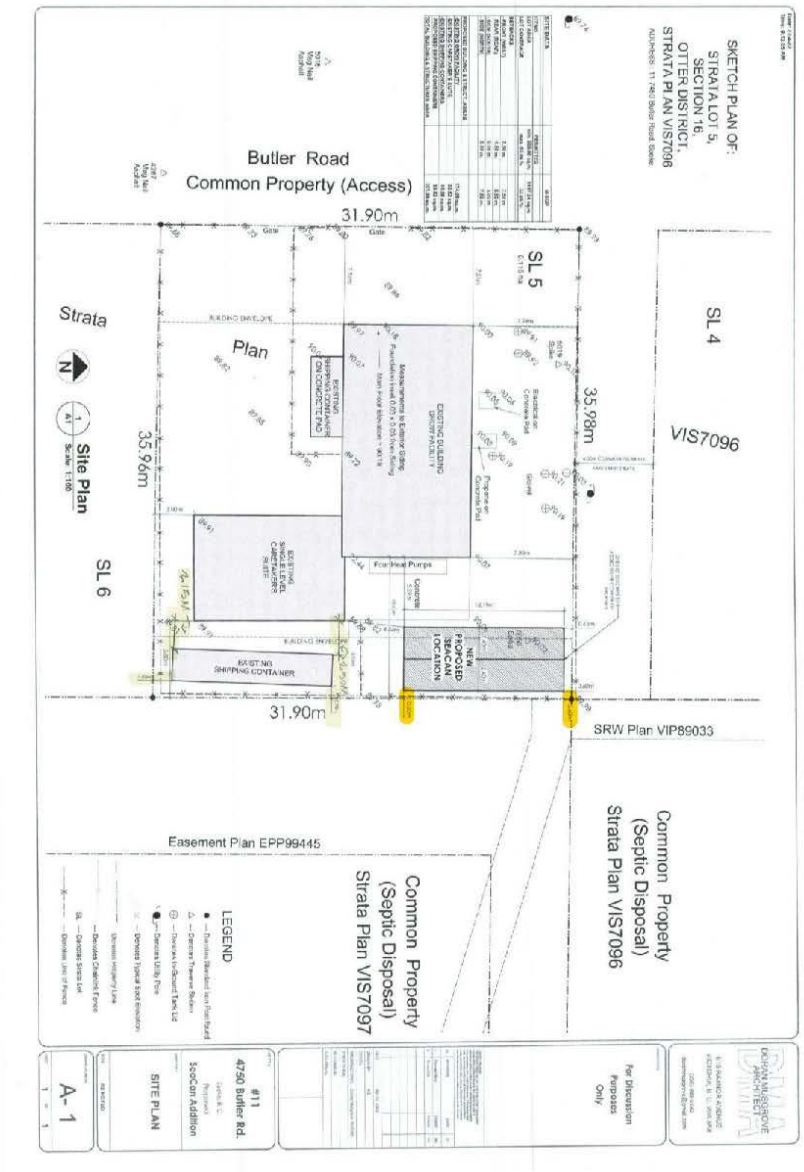
DV000087

Attachment 1: Site Plan



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Making a difference...together

JWDC 22-05

REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION
MEETING OF TUESDAY, SEPTEMBER 6, 2022

SUBJECT **Juan de Fuca Water Distribution Service 2023 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2023 Juan de Fuca Water Distribution Service budget, highlighting the proposed significant changes from the 2022 budget. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2023 Juan de Fuca (JDF) Water Distribution Service budget has been prepared for the JDF Water Distribution Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in September. As in previous years, the draft 2023 JDF Water Distribution Service budget has been prepared considering the CRD Board's 2023 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area, including incremental ongoing operational and maintenance requirements in the expanding service area. The following sets out the key components of the budget.

2022 Year End Financial Projections
Year-end revenue and expenditure projections have been established and estimated variances are summarized as follows:

Budget Item	Projected Variance ($)	Projected Variance (%)
Distribution System operating expenditures	$158,848	-2.2%
Bulk water purchase cost	$54,990	0.8%
Capital expenditures and transfers	$271,663	4.0%
Debt servicing - principal and interest expenditures	-$30,209	-1.6%
Revenue	$167,205	0.7%
Transfers from Development Cost Charges (DCC) reserves to fund DCC debt	$0	0.0%

Rate Base
The rate base for 2023 has increased by $11,581,339 from 2022. This increase relates to physical plant additions, including distribution pipes, water meters and services, and pump station upgrades (Pages 3 & 4 of the budget document).

Revenue Requirement
The revenue requirement for 2023 has increased by $840,570 over 2022. This is resulting from an increase in operational expenses of $446,973, increased depreciation expenses of $286,496

net of expired depreciation on existing assets, and a net increase in the return on the rate base of $107,100. The increase in the return on the rate base is a result of the growing asset base (Page 5 of the budget document).

Operating Budget

The 2023 operating budget reflects an increase in non-discretionary expenses such as negotiated wage/salary increases, corporate support service allocation increases, maintenance expenses due to new infrastructure additions, and other operating expense increases such as electricity costs. The net core 2023 operating budget increase is $446,973. Operating budget forecasts for 2024 through 2027 have been presented for information.

As reported in recent years the distribution system continues to expand at an accelerated rate due to continued growth in new land development in the service area over the last several years. For context, the following summarizes the additions in 2022 (over 2021) to the asset units in the major categories, all of which require regular maintenance to ensure reliable performance:

Water distribution mains	6,000	metres
Service laterals	470	(9-metre length average)
Fire hydrants	69	
Line valves	210	
Flush, air and check valves	16	
Water meters <50mm	430	
Water meters =/>50mm	40	

As noted previously, with at least four major developments underway in the service area, including South Skirt Mountain, Bear Mountain, Royal Bay and Centre Mountain, it is expected that the water system asset base will continue to grow significantly in the near future as initial water servicing infrastructure is installed which will impact operating and maintenance costs. Given the size of the developments and anticipated phasing and build-out timelines, it is expected that there will be an element of 'revenue lag' before revenue generated from retail water sales in these and other developments offsets the initial infrastructure operating and maintenance costs. Staff have been directed to examine this issue and possible rate options to mitigate the budget implications through a Water Rate Methodology and Option Study. Due to this study being delayed, any potential changes to the rate methodology will be presented to the Commission in 2023.

Capital Budget

There are several capital projects planned for 2023 with a total value of $26,995,000 including $16,435,000 in projects that are in progress or are multi-year projects, and $6,170,000 in Development Cost Charge (DCC) projects. There are also $1,810,000 in projects cost-shared with the Regional Water Supply Service. See pages 10 to 25 of the budget document for capital plan details.

A large portion of the work in progress and resulting capital expenditure variance is related to five major projects summarized below:

1. Project 18-05 Rocky Point Upgrades - This project is cost-shared with the Federal Government through a contribution agreement with the Department of National Defence (DND). The planned carry-forward of $1,300,000 is a result of delays encountered during the detailed design portion of the project related to a rezoning variance requirement as well as

additional engineering to address any potential archeological issues that may be encountered during construction. The project is fully designed, tendered and construction is ongoing in 2022 and expected to be completed in the first quarter of 2023.

2. Project 20-07 Goldstream Asbestos Cement (AC) Replacement - The planned carry-forward of $5,200,000 is related to the majority of construction being delayed until 2023. Design for replacement was completed in 2021 and tender for construction was issued in 2021 and closed in 2022. All bids exceeded budget therefore the tender was cancelled. The project has been carried forward to the 2023 Capital Plan and will be constructed using CRD staff. The 2023 annual AC Replacement project 20-03 budget, in the amount of $3,000,000 will be allocated to the Goldstream AC Replacement project to have sufficient budget to complete the project.
3. Project 21-01 Sooke Henlyn Supply and Distribution Main – The start of this DCC project is dependent on development work. This work will not be complete in 2022, therefore the $1,000,000 project has been carried-forward to 2023.
4. Project 23-01 Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mountain Reservoir (2022) – The project was initially put on hold temporarily over concerns with rising material costs and scheduling concerns related to timing of development servicing needs. Engineering design and construction tendering were completed in 2021, with construction started in August 2022 and expected to be completed in the first quarter of 2023, resulting in a $5,000,000 carry-forward. The project is fully funded through the DCC Program.
5. Capital item 16-06 – Delay in the delivery of fleet replacement vehicles is resulting in a $990,000 carry-forward. The vehicles are expected to be delivered and paid for in 2023.

Note, the Seagirt Water Improvement District conversion to a CRD service is in progress. Once converted, the entire improvement district water system will be reconstructed and become part of the JDF Water Distribution System. The capital project (23-03) is included in the JDF Water Distribution System capital plan, with funding from the Seagirt Water Service budget (See Appendix D) in the amount of $2,350,000.

A five-year capital plan is presented for information. The total five-year (2023-2027) capital plan budget is currently $64,164,000.

Capital and Debt Expenditures

The 2023 capital expenditures will be partially funded through a transfer to the water capital fund budgeted at $6,741,200, with the balance funded through debt. 2023 debt expenditures for existing and new debt servicing are budgeted to be $1,863,294. Debt servicing expenditures have decreased by $30,209 from 2022. Additional projected water sales revenue and corresponding capital reserve fund transfer will reduce the borrowing needs in 2023. A loan authorization in the amount of $14,800,000 was approved in 2021 to allow continued partial funding of the five-year capital plan. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3782-118	April 2027	$2,500,000
LA3782-124	April 2028	$4,500,000
LA3782-127	April 2029	$5,000,000
LA3981-137	April 2031	$2,000,000
LA3981-145	April 2033	$3,000,000

Loan Number	Retirement Date	Loan Amount
LA3981-150	April 2035	$5,100,000
LA4379-15X	April 2037-2038	$11,200,000

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. The percentage of revenue dedicated to debt costs is forecast to be between 10 to 12%, which is less than an annual benchmark rate of 25%, and debt funding for capital investment in each of the next five years does not exceed 40%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2023	7.8%	34.1%
2024	10.8%	38.0%
2025	11.1%	6.5%
2026	10.5%	0.0%
2027	9.7%	0.0%

For 2023, the transfer to the vehicle/equipment replacement fund was increased to $589,457 to reflect the growth in cost of future vehicle replacement. The reserve fund balance is estimated at $792,405 at year end 2022 (See reserve schedule – Page 28 of the budget document).

The DCC projects will be funded entirely from the DCC reserve fund, which is projected to have a balance of $10,029,191 at year end 2022 (See reserve schedule – Page 27 of the budget document).

Bulk Water Purchase

Based on the proposed 2023 budgeted water demand and Regional Water Supply wholesale water rate, the bulk water purchase budget has been set at $7,089,860.

Water Demand

Total water demand in the service area is generally anticipated to continue to increase year over year, primarily due to growth in the service area. The 2022 year-end demand is projected to be 75,000 cubic metres over budget at 9,375,000 cubic metres.

The recommended 2023 water rate was calculated using a budget demand of 9,210,000 cubic metres (Page 7 of the budget document), which is a decrease of 90,000 cubic metres from the volume used in the 2022 budget. For 2023 the budget demand was adjusted down to reflect the reallocation of First Nations water demand from the JDF Water Distribution Service to the Regional Water Supply Service, as a result of the Regional Water Supply Service becoming the service provider to First Nations in 2023. The budget demand adjustment and corresponding revenue adjustment implication will be partially offset by the new First Nations conveyance fee funding from the Regional Water Supply Service in the amount of $215,000 in 2023.

Proposed 2023 Wholesale Water Rate

The proposed 2023 wholesale water rate is $0.7698 per cubic metre, a 4.99% increase from the 2022 rate, subject to the Regional Water Supply Commission's approval.

Proposed Agricultural Water Rate
Although the agricultural water rate is currently under review, the proposed 2023 agricultural water rate was maintained at the 2022 rate of $0.2105 per cubic metre, subject to the Regional Water Supply Commission's approval. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the agricultural water rate.

Proposed 2023 Juan de Fuca Water Distribution Service Retail Water Rate
The recommended retail water rate has taken into consideration the revenue required to meet operating and capital expenditures, debt obligations, the bulk water purchase expense, and the budget demand volume established for 2023. The proposed 2023 Juan de Fuca Water Distribution Service retail water rate is $2.5466 per cubic metre, a 6% increase from the 2022 rate (Page 8 of the budget document).

Retail and Wholesale Water Rate History and Projection
The retail and wholesale water rate history and projection is attached (Appendix C). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1
The Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 Juan de Fuca Water Distribution Service retail water rate of $2.5466 per cubic metre, adjusted if necessary, by any change in the Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual operating deficit or surplus on the 2022 capital fund transfer; and
4. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

Alternative 2
That the Juan de Fuca Water Distribution Commission directs staff to bring back a revised 2023 Operating and Capital Budget for the Commission's consideration.

IMPLICATIONS

Financial Implications
The 2023 operating and capital budget and resulting annual water rate have been prepared to meet the needs of the service. The proposed 2023 water rate generally aligns with the rate previously presented in the five-year rate projections, although the implications of the new approach to servicing First Nations were not previously reflected in the rate projections. The proposed 2023 rate would result in a $33.74 annual increase in the cost of water for an average household.

CONCLUSION

The draft 2023 Juan de Fuca Water Distribution Service budget has been prepared for the JDF Water Distribution Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board through the Committee of the Whole in September. The draft 2023 JDF Water Distribution Service budget has been prepared considering the requirement to maintain regulatory compliance, the on-going need to undertake infrastructure renewal to ensure the system operates reliably, and annual operational adjustments, including incremental maintenance requirements associated with new development infrastructure in the expanding service area.

RECOMMENDATION

The Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 Juan de Fuca Water Distribution Service retail water rate of $2.5466 per cubic metre, adjusted if necessary, by any change in the Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual operating deficit or surplus on the 2022 capital fund transfer; and
4. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

Submitted by:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, JD, Acting Chief Administrative Officer

ATTACHMENTS

Appendix A: 2023 Juan de Fuca Water Distribution Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Retail and Wholesale Water Rate History and Projection
Appendix D: Seagirt Improvement District

CAPITAL REGIONAL DISTRICT

2023 BUDGET

JDF Water Distribution

COMMISSION REVIEW

SEPTEMBER 2022

Service: 2.680 **JDF Water Distribution** **Commission: Juan De Fuca Water Distribution**

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood
City of Langford
Town of View Royal
Juan de Fuca Electoral Area
District of Metchosin
District of Sooke
District of Highlands

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities		$19,000,000
Borrowed:			$17,500,000
Remaining:	Expired		$1,500,000
Authorized:	MFA Bylaw No. 3981 - Juan de Fuca Water Distribution Facilities		$14,800,000
Borrowed:			$10,100,000
Remaining:	Expired		$4,700,000
Authorized:	MFA Bylaw No. 3164 - Juan de Fuca Water Distribution Facilities Development-DCC		$10,000,000
Borrowed:			$3,500,000
Remaining:	Expired		$6,500,000
Authorized:	MFA Bylaw No. 4379 - Juan de Fuca Water Distribution Facilities	2021	$14,800,000
Borrowed:			$0
Remaining:	Active		$14,800,000

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

Change in Budget 2022 to 2023 **Service: 2.680 Juan de Fuca Water Distribution**	**Total Expenditure**	**Comments**
2022 Budget	**22,560,391**	
Change in Labour:		
	190,190	Labour charges (salaries and overhead)
Total Change in Labour	190,190	
Other Changes:		
Transfers to Capital Fund	366,278	
Bulk Water Purchase	271,098	
Transfer to Equipment Replacement Fund (ERF)	325,963	Growth of ERF contribution driven by future vehicle replacement costs
Standard Overhead Allocation	160,579	
Allocation - vehicles	98,020	
Contract for Services	46,602	
Principal & Interest Payments	(30,209)	Debt retirement of LA3164-101 for $500,000
Other Costs	(18,516)	
Total Other Changes	1,219,815	
2023 Budget	**23,970,396**	

Summary of % Expense Increase	
Increased transfers to capital	1.6%
Additional required ERF contribution	1.4%
Additional cost due to increased bulk water rate	1.5%
Reduced bulk water consumption	-0.3%
Support services increase	0.7%
Balance of increase	*1.3%*
% expense increase from 2022:	***6.2%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable revenue and water sales variance of $180,200 (0.8%) as 2022 demand forecast is slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. This additional revenue will be partially offset by bulk water purchase overages. There is additional favourable operating variance of $158,800 (2.2%) largely related to temporary staff vacancies. The net surplus of $333,000 will be transferred to the Capital Reserve Fund.

Rate Base for 2023 Revenue Year

	2021 Applic	2022 Applic	End of 2022 for '23 Applic.	Change	
Retail System					
Physical Plant	$ 174,624,245	$ 179,090,334	$ 182,123,781	$ 3,033,446	Note 1
Construction Work In Progress	962,562	5,668,389	14,161,175	8,492,787	Note 1
Cash Working Capital	854,959	880,685	935,791	55,106	
Inventory	525,000	525,000	525,000	-	
Total Retail Rate Base	$ 176,966,766	$ 186,164,408	**$ 197,745,747**	$ 11,581,339	

Note 1: Refer to the Schedule of Change in Physical Plant & Work in Progress for details.

Schedule of Change in Physical Plant & Work In Progress

Retail

Projected Asset Additions	Projected Assets Capitalized
Pipes	$ 7,672,230.00
Meters	1,550,000
Pump Stations	1,304,985
SCADA	230,000
Hydrants	225,000
Valve Replacement	200,000
Disaster Response Studies	199,873
Reservoir Rehabilitiation and Upgrades	100,000
Building Modification	40,000
Other Projects (13 minor projects under $50k)	185,689
Total projected assets capitalized	$ 11,707,777
Less: current year's depreciation	(4,908,097)
Less: change in prior year forecast addition estimates, & disposals.	(3,766,234)
Change in Physical Plant	$ 3,033,446

Projected Construction Work In Progress (CWIP)

Pump Stations	$ 11,325,751
Reservoir Rehabilitiation and Upgrades	827,964
Pipes	799,303
Meters	499,479
Radio Upgrades	331,393
Reservoir Demolition	204,838
SCADA	92,476
Studies (Hydraulic model)	60,000
Other Projects (2 minor projects under $50k)	19,971
Projected CWIP	$ 14,161,175
Less Prior year's projected CWIP	(5,668,389)
Change in CWIP	$ 8,492,787

Schedule of Change in Physical Plant & Work In Progress

Revenue Requirements for 2023 Year

	2021 Application	2022 Application	2023 Application	Change	
Retail					
Operations & maintenance	$ 6,934,667	$ 7,143,332	$ 7,590,306	$ 446,974	
Depreciation	4,833,774	4,935,985	5,222,481	286,496	
Return on rate base	2,814,700	3,649,200	3,756,300	107,100	Note 1
Subtotal of above	$ 14,583,141	$ 15,728,517	$ 16,569,087	$ 840,570	
Non-rate revenue	(174,500)	(174,500)	(174,500)	-	
DCC Repayment	(228,160)	(30,596)	(30,596)	-	
Total retail	$ 14,180,481	$ 15,523,421	$ 16,363,991	$ 840,570	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

2023 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	8,595,300	8,000,000
2018	8,853,800	8,200,000
2019	8,911,315	8,600,000
2020	9,345,130	8,900,000
2021	10,270,472	8,900,000
2022	9,375,000 [1]	9,300,000
2023 Demand Estimate	**9,210,000** [2]	

1 Projected consumption for 2022

2 Reduction of estimated demand reflects First Nations to Regional Water Supply wholesale customers

Summary of Retail Water Rates

	2019	2020	2021	2022	2023	Change
Retail (direct) water rate						
Unit cost per cu.m.	$2.1132	$2.2159	$2.3081	$2.4024	$2.5466	$0.1442

Retail Water Rate Increase
Impact on Residential Water Bill

Average consumption per 2 month billing cycle: * 39.0 cubic meters (annual = 234.0 cu.m)

Charge for Two Months Consumption	Year	Bi monthly Charge	Annual Charge	2023 Annual Change $
Average Consumption	2022	$ 93.69	$ 562.16	
	2023	$ 99.32	$ 595.90	$ 33.74
Half Average Consumption	2022	$ 46.85	$ 281.08	
	2023	$ 49.66	$ 297.95	$ 16.87
Twice Average Consumption	2022	$ 187.39	$ 1,124.32	
	2023	$ 198.63	$ 1,191.81	$ 67.49

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution

SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 BUDGET REQUEST: 2023 CORE BUDGET	2023 BUDGET REQUEST: 2023 ONGOING	2023 BUDGET REQUEST: 2023 ONE-TIME	2023 BUDGET REQUEST: TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2024	2025	2026	2027
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES										
ALLOCATION - OPERATIONS	4,851,535	4,851,284	5,140,686	-	-	5,140,686	5,243,712	5,348,790	5,455,639	5,563,825
OPERATING - OTHER COSTS	873,371	825,966	809,318	-	-	809,318	791,381	726,573	696,811	694,739
SALARIES AND WAGES	550,949	442,817	565,643	-	-	565,643	577,789	590,193	602,854	615,802
CONTRACT FOR SERVICES	306,485	303,425	353,087	-	-	353,087	352,022	359,069	366,170	373,552
ALLOCATION - STANDARD OVERHEAD	560,992	560,992	721,571	-	-	721,571	736,003	750,723	765,737	781,052
TOTAL OPERATING EXPENDITURES	7,143,332	6,984,484	7,590,305	-	-	7,590,305	7,700,907	7,775,348	7,887,212	8,028,969
Percentage increase over prior year's board budget			6.26%			6.26%	1.46%	0.97%	1.44%	1.80%
BULK WATER PURCHASE	6,818,760	6,873,750	7,089,860	-	-	7,089,860	7,660,270	8,326,910	9,107,730	10,349,010
BULK WATER EXPENDITURES	6,818,760	6,873,750	7,089,860	-	-	7,089,860	7,660,270	8,326,910	9,107,730	10,349,010
			3.98%			3.98%				
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	6,374,922	6,738,461	6,741,200	-	-	6,741,200	7,346,169	8,420,118	9,522,047	9,933,712
TRANSFER TO DEBT RESERVE FUND	66,380	4,500	96,280	-	-	96,280	51,770	10,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	263,494	263,494	339,457	250,000	-	589,457	619,594	696,867	689,379	704,503
TOTAL CAPITAL EXPENDITURES & TRANSFERS	6,704,796	7,006,455	7,176,937	250,000	-	7,426,937	8,017,533	9,127,755	10,216,196	10,642,985
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	1,893,503	1,862,907	1,863,294	-	-	1,863,294	2,839,345	3,189,948	3,232,408	3,189,908
TOTAL DEBT EXPENDITURES	1,893,503	1,862,907	1,863,294	-	-	1,863,294	2,839,345	3,189,948	3,232,408	3,189,908
TOTAL EXPENDITURES	22,560,391	22,727,596	23,720,396	250,000	-	23,970,396	26,218,055	28,419,961	30,443,546	32,210,872
SOURCES OF FUNDING										
REVENUE - SALES	(22,342,320)	(22,522,500)	(23,419,020)	(35,000)	-	(23,454,020)	(25,772,485)	(28,011,005)	(30,036,116)	(31,798,879)
REVENUE - OTHER	(187,475)	(174,500)	(301,376)	(215,000)	-	(516,376)	(445,570)	(408,956)	(407,430)	(411,993)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(22,529,795)	(22,697,000)	(23,720,396)	(250,000)	-	(23,970,396)	(26,218,055)	(28,419,961)	(30,443,546)	(32,210,872)
SOURCES OF OTHER FUNDING										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(30,596)	(30,596)	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(22,560,391)	(22,727,596)	(23,720,396)	(250,000)	-	(23,970,396)	(26,218,055)	(28,419,961)	(30,443,546)	(32,210,872)
Percentage increase over prior year's board budget			5.14%			6.25%	9.38%	8.40%	7.12%	5.81%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.680 JDF Water Distribution	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$15,445,000	$25,715,000	$11,510,000	$8,355,000	$7,705,000	$6,355,000	$59,640,000
Vehicles	$990,000	$1,280,000	$855,000	$905,000	$774,000	$710,000	$4,524,000
	$16,435,000	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$9,295,000	$7,785,000	$6,790,000	$7,735,000	$7,685,000	$6,335,000	$36,330,000
Debenture Debt (New Debt Only)	$0	$9,200,000	$4,700,000	$600,000	$0	$0	$14,500,000
Equipment Replacement Fund	$990,000	$1,080,000	$855,000	$905,000	$774,000	$710,000	$4,324,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$2,760,000	$0	$0	$0	$0	$2,760,000
Reserve Fund	$6,150,000	$6,170,000	$20,000	$20,000	$20,000	$20,000	$6,250,000
	$16,435,000	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.670/2.680 Regional Water Supply & JDF Wate	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$1,100,000	$1,730,000	$530,000	$330,000	$330,000	$340,000	$3,260,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,100,000	$1,810,000	$610,000	$410,000	$410,000	$420,000	$3,660,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and/or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **2.680**

Service Name: **JDF Water Distribution**

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	$150,000	S	WU	$0	$50,000	$100,000	$0	$0	$0	$150,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	$120,000	S	WU	$120,000	$120,000	$0	$0	$0	$0	$120,000
Capital													
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	$5,000,000	S	WU	$0	$1,000,000	**$1,000,000**	$1,000,000	$450,000	$0	$3,450,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at the JDF Reservoirs.	$1,250,000	S	WU	$400,000	$400,000	$0	$0	$0	$0	$400,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	$1,050,000	S	WU	$425,000	$425,000	**$350,000**	**$100,000**	$0	$0	$875,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	**$9,724,000**	S	WU	$1,300,000	$1,300,000	$0	$0	$0	$0	$1,300,000
18-05					S	Other	$0	**$410,000**	$0	$0	$0	$0	$410,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	**$450,000**	S	WU	$0	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	$50,000	S	WU	$0	$5,000	$5,000	$0	$0	$0	$10,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	$1,750,000	S	WU	$250,000	$250,000	**$500,000**	**$500,000**	**$500,000**	$0	$1,750,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report	**$25,200,000**	S	WU	$0	$3,000,000	**$3,300,000**	**$3,300,000**	**$3,300,000**	**$3,300,000**	$16,200,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	$700,000	S	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
20-07	Replacement	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.	$5,800,000	S	WU	$5,200,000	$5,200,000	$0	$0	$0	$0	$5,200,000
21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	$3,000,000	S	WU	$200,000	$200,000	**$2,800,000**	$0	$0	$0	$3,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	$1,800,000	S	WU	**$600,000**	**$900,000**	**$300,000**	**$300,000**	**$300,000**	$0	$1,800,000
22-01	New	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.	$500,000	S	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000
22-02	New	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	**$550,000**	S	WU	$100,000	$200,000	**$100,000**	**$100,000**	**$100,000**	$0	$500,000
23-03	New	**Seagirt Watermain Extension**	Seagirt water system is being replaced as part of inclusion into the JDF system.	$2,350,000	S	Other	$0	**$2,350,000**	$0	$0	$0	$0	**$2,350,000**
Sub-Total System Infrastructure Engineering and Operations				**$59,444,000**			**$9,295,000**	**$16,560,000**	**$8,505,000**	**$5,350,000**	**$4,700,000**	**$3,350,000**	**$38,465,000**
													$0
CUSTOMER AND TECHNICAL SERVICES													$0
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	$2,094,000	V	ERF	$990,000	$1,080,000	$855,000	$905,000	$774,000	**$710,000**	$4,324,000
23-02	**New**	**Vehicle to support the meter replacement program**	**Purchase of a Transit Van equiped with tools and equipment to support the meter replacement program**	**$200,000**	V	WU	$0	**$200,000**	$0	$0	$0	$0	$200,000
													$0
Sub-Total Customer and Technical Services				**$2,294,000**			**$990,000**	**$1,280,000**	**$855,000**	**$905,000**	**$774,000**	**$710,000**	**$4,524,000**

Service #: 2.680

Service Name: JDF Water Distribution

SECTION 1: PROJECT DESCRIPTION AND BUDGET													
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
													$0
ANNUAL PROVISIONAL ITEMS													$0
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	$50,000	S	WU	$0	$10,000	$10,000	$10,000	$10,000	**$10,000**	$50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	$1,250,000	S	WU	$0	$250,000	$250,000	$250,000	$250,000	**$250,000**	$1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	$200,000	S	WU	$0	$40,000	$40,000	$40,000	$40,000	**$40,000**	$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	$2,250,000	S	WU	$0	$450,000	$450,000	$450,000	$450,000	**$450,000**	$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	$300,000	S	WU	$0	$60,000	$60,000	$60,000	$60,000	**$60,000**	$300,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	$1,125,000	S	WU	$0	$225,000	$225,000	$225,000	$225,000	**$225,000**	$1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	$6,500,000	S	WU	$0	$1,300,000	$1,300,000	$1,300,000	$1,300,000	**$1,300,000**	$6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	$750,000	S	WU	$0	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	$1,000,000	S	WU	$0	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
Sub-Total for Annual Provisional Items				**$14,925,000**			**$0**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$14,925,000**
													$0
DEVELOPMENT COST CHARGE (DCC)													$0
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	**$295,000**	S	Res	$150,000	$170,000	$20,000	$20,000	**$20,000**	**$20,000**	$250,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	$1,000,000	S	Res	$1,000,000	$1,000,000	$0	$0	$0	$0	$1,000,000
23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System	$9,110,000	S	Res	$5,000,000	$5,000,000	$0	$0	$0	$0	$5,000,000
													$0
Sub-Total for Development Cost Charges (DCC)				**$10,405,000**			**$6,150,000**	**$6,170,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$6,250,000**
			GRAND TOTAL	**$87,068,000**			**$16,435,000**	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
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"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
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Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **2.670/2.680**

Service Name: **Regional Water Supply & JDF Water Distribution Combo**

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	**$1,000,000**	**$1,300,000**	**$200,000**	$0	$0	**$0**	$1,500,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$750,000	E	WU	$50,000	$50,000	$0	$0	$0	**$0**	$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$1,050,000	$1,430,000	$280,000	$80,000	$80,000	$80,000	$1,950,000
ANNUAL PROVISIONAL CAPITAL ITEMS													$0
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	**$45,000**	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	**$170,000**	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$50,000	$70,000	$20,000	$20,000	$20,000	**$30,000**	$160,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	**$15,000**	$75,000
													$0
													$0
													$0
Sub-Total for Annual Provisional Capital Items				$1,650,000			$50,000	$380,000	$330,000	$330,000	$330,000	$340,000	$1,710,000
			GRAND TOTAL	**$4,280,000**			**$1,100,000**	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

Service: **2.680** **JDF Water Distribution**

Project Number	16-03	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Combine past studies to plan out future capital expenditures.
Project Rationale	*Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.*				

Project Number	21-14	**Capital Project Title**	Fire Storage Analysis	**Capital Project Description**	Assess and update the fire flow upgrade program to inform future capital works.
Project Rationale	*In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.*				

Project Number	16-05	**Capital Project Title**	Comprehensive Pump Station Upgrades (10 year Program)	**Capital Project Description**	Continue pump station condition assessments, plan and carry out upgrades.
Project Rationale	*A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately $1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Ludlow has been delayed due to supply chain issues until late in 2022. Funds in 2023 are for design of and to start construction of the Coppermine PS and Bear Mountain PS #1.*				

Project Number	18-02	**Capital Project Title**	JDF Reservoir Upgrades	**Capital Project Description**	Reservoir improvements are required at the JDF Reservoirs.
Project Rationale	*Numerous deficiencies at the Walfred, Peacock and Helgesen reservoirs have been identified while operating the infrastructure. In 2021 planning and design of improvements such as valve reconfiguration, site drainage and controls will be undertaken in 2022 at the Peacock, Helgesen and Walfred reservoirs. Effort carrying forward in 2023 will be the completion of Walfred. All other works are complete.*				

Service:	2.680	JDF Water Distribution

Project Number	18-03	**Capital Project Title**	JDF Site Decommissioning Program	**Capital Project Description**	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional
Project Rationale	*Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Treanor pump station demolition was carried out. The Townsview PS and Tank started planning in 2021 and will continue through 2023.*				

Project Number	18-05	**Capital Project Title**	Rocky Point Upgrades	**Capital Project Description**	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.
Project Rationale	*Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. Cost sharing with DND for design and construction is underway with construction completion in spring 2023.*				

Project Number	18-06	**Capital Project Title**	Disaster Response Plan for Water Supply and Distribution	**Capital Project Description**	Determine and supply response equipment for disaster response.
Project Rationale	*Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed th*				

Project Number	19-06	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.
Project Rationale	*There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to disimilar metals. Funds are required to undertake a program to assess and prevent corrossion to existing pipes. A study started in 2021 will inform future works.*				

Service:	**2.680**	**JDF Water Distribution**

Project Number	19-09	**Capital Project Title**	Distribution System Seismic Resiliency Improvements	**Capital Project Description**	Determine and commence improvements to the distribution system to provide seismic resiliency.
Project Rationale	*Determine and commence improvements to the distribution system to provide resiliency. In 2023, sites will be prioritized with design commencing in 2024 and construction starting in 2024.*				

Project Number	20-03	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report
Project Rationale	*This item is the 2021 to 2026 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program Update in 2021. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. 2023 funds will be allocated to the Goldstream AC Main Replacement project to supplement the Goldstream project budget due to higher than anticipated construction costs.*				

Project Number	20-04	**Capital Project Title**	William Head & VGH Meter Replacement	**Capital Project Description**	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.
Project Rationale	*Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds will be utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. Design will be completed in 2022 with construction starting in 2023.*				

Project Number	20-07	**Capital Project Title**	Goldstream AC Replacement	**Capital Project Description**	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.
Project Rationale	*The existing water main within Goldstream Rd, from VMP to Spencer Rd, is aging asbestos cement and identified as a risk for failure. Due to the numerous large connections to the RWS transmission main and complexity replacement of this water main cannot be carried out within the AC Replacement Program. The project was tendered in 2022 and came in over budget. It has now been combined with project 20-03, AC replacement project and will be completed in 2023 by CRD forces.*				

Service: **2.680** **JDF Water Distribution**

Project Number	21-02	**Capital Project Title**	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	**Capital Project Description**	Replacement of aged, large diameter water main from Jacklin Rd to VMP
Project Rationale	*According to corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and contruction costs, it is proposed to update the condition assessment to determine whether this project is still required or could be deferred.*				

Project Number	22-01	**Capital Project Title**	East Sooke Interconnect Water Main	**Capital Project Description**	Construction approximately 430 m of watermain for system improvements.
Project Rationale	***Funds are required to design and construct approximatly 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.***				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure
Project Rationale	***Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure***				

Project Number	16-06	**Capital Project Title**	Vehicle & equipment replacement (funding from replacement fund)	**Capital Project Description**	Vehicle and equipment replacement.
Project Rationale	This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.				

Service: **2.680** **JDF Water Distribution**

Project Number	17-07	**Capital Project Title**	Site Decommissioning - General	**Capital Project Description**	Planning for decommissioning of unused sites.
Project Rationale	This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.				

Project Number	17-09	**Capital Project Title**	Emergency Main Replacement	**Capital Project Description**	Major main replacement under emergencies.
Project Rationale	This item is to fund the costs of responding to emergency major main breaks and conducting replacements.				

Project Number	17-12	**Capital Project Title**	Large Meters/Meter Vaults Components Replacement	**Capital Project Description**	Replacement or repairs to components in large meters/vaults as required.
Project Rationale	This is an annual provision for the replacement of obsolete and worn out large (greater than 2” diameter) meters, adding new meters and upgrading meter vaults.				

Project Number	17-13	**Capital Project Title**	Site Security Upgrades	**Capital Project Description**	Upgrading and replacement of security systems for sites as required.
Project Rationale	This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.				

Service:	2.680	JDF Water Distribution

Project Number	17-15	**Capital Project Title**	Distribution System Improvements	**Capital Project Description**	Unplanned distribution system improvements.
Project Rationale	Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.				

Project Number	17-16	**Capital Project Title**	Hydraulic Model Yearly Update	**Capital Project Description**	Annual hydraulic model update.
Project Rationale	This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.				

Project Number	21-03	**Capital Project Title**	Hydrant & Flush Replacement, Upgrades and Additions	**Capital Project Description**	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.
Project Rationale	This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.				

Project Number	21-04	**Capital Project Title**	Residential Service & Meter Replacement	**Capital Project Description**	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.
Project Rationale	This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.				

Service:	2.680	JDF Water Distribution

Project Number	21-05	**Capital Project Title**	Pump Station Equipment Replacements	**Capital Project Description**	Unplanned pump station repairs and equipment replacement
Project Rationale	This is an annual provision for unplanned pump station repairs and equipment replacement.				

Project Number	21-06	**Capital Project Title**	SCADA Equipment Replacement	**Capital Project Description**	Unplanned replacement of SCADA and electrical equipment.
Project Rationale	This is an annual provision for unplanned SCADA and electrical equipment replacement.				

Project Number	21-07	**Capital Project Title**	Reservoir Equipment Replacement	**Capital Project Description**	Replacement or repairs to components at reservoir sites.
Project Rationale	This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.				

Project Number	21-09	**Capital Project Title**	Valve Replacement	**Capital Project Description**	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.
Project Rationale	This is an annual provisional for unplanned replacement of valves, including air valves and check valves.				

Service:	2.680	JDF Water Distribution

Project Number	16-07	**Capital Project Title**	Update DCC Bylaw (Comprehensive Update in 2022)	**Capital Project Description**	Planned update of the DCC Bylaw.
Project Rationale	This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled to start in 2022.				

Project Number	21-01	**Capital Project Title**	Sooke Henlyn Supply & Distribution Mains	**Capital Project Description**	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.
Project Rationale	Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.				

Project Number	23-01	**Capital Project Title**	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	**Capital Project Description**	Upgrades to complete the South Skirt Water System
Project Rationale	Design and construct Tank 4, Pump Station 7, McCallum Pump Station and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.				

Project Number	23-02	**Capital Project Title**	Vehicle to support the meter replacement program	**Capital Project Description**	Purchase of a Transit Van equiped with tools and equipment to support the meter replacement program
Project Rationale	A Transit Van equiped with tools and equipment is required for the on site work to be done during the multi year meter replacement program. It will be more effective to setup a vehicle with the required tools and fittings related to replacing meters rather than having to setup a different vehicle based on the operational needs of the day/week/month.				

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
23-03	Seagirt Watermain Extension	Seagirt water system is being replaced as part of inclusion into the JDF system.

Project Rationale	The Seagirt Improvement District is being included in the JDF Service. The distribution system is being replaced to meet JDF standards and is being funded by the Improvement District.

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale

The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale

Service Life and projected replacement:
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale

The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator*** *.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale

Funds will be used for the replacement and upgrading of office equipment and furniture, as required.

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.680 Juan de Fuca Water Distribution
Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
DCC Reserve Account	10,029,191	6,059,191	8,239,191	10,419,191	12,599,191	14,799,191
Equipment Replacement Fund	792,405	463,862	356,706	284,323	315,802	416,805
Total	**10,899,202**	**6,600,661**	**8,673,507**	**10,781,126**	**12,992,607**	**15,293,612**

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2023 - 2027 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	13,147,386	10,029,191	6,059,191	8,239,191	10,419,191	12,599,191
Transfer to Cap Fund to fund DCC projects	(5,477,600)	(6,170,000)	(20,000)	(20,000)	(20,000)	-
Payment of P&I on LA 3164	(30,595)	-		-	-	-
Payment of DCC liability						
DCC's received From Member Municipalities	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	190,000					
Ending Balance $	**10,029,191**	**6,059,191**	**8,239,191**	**10,419,191**	**12,599,191**	**14,799,191**

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2023 - 2027 Financial Plan

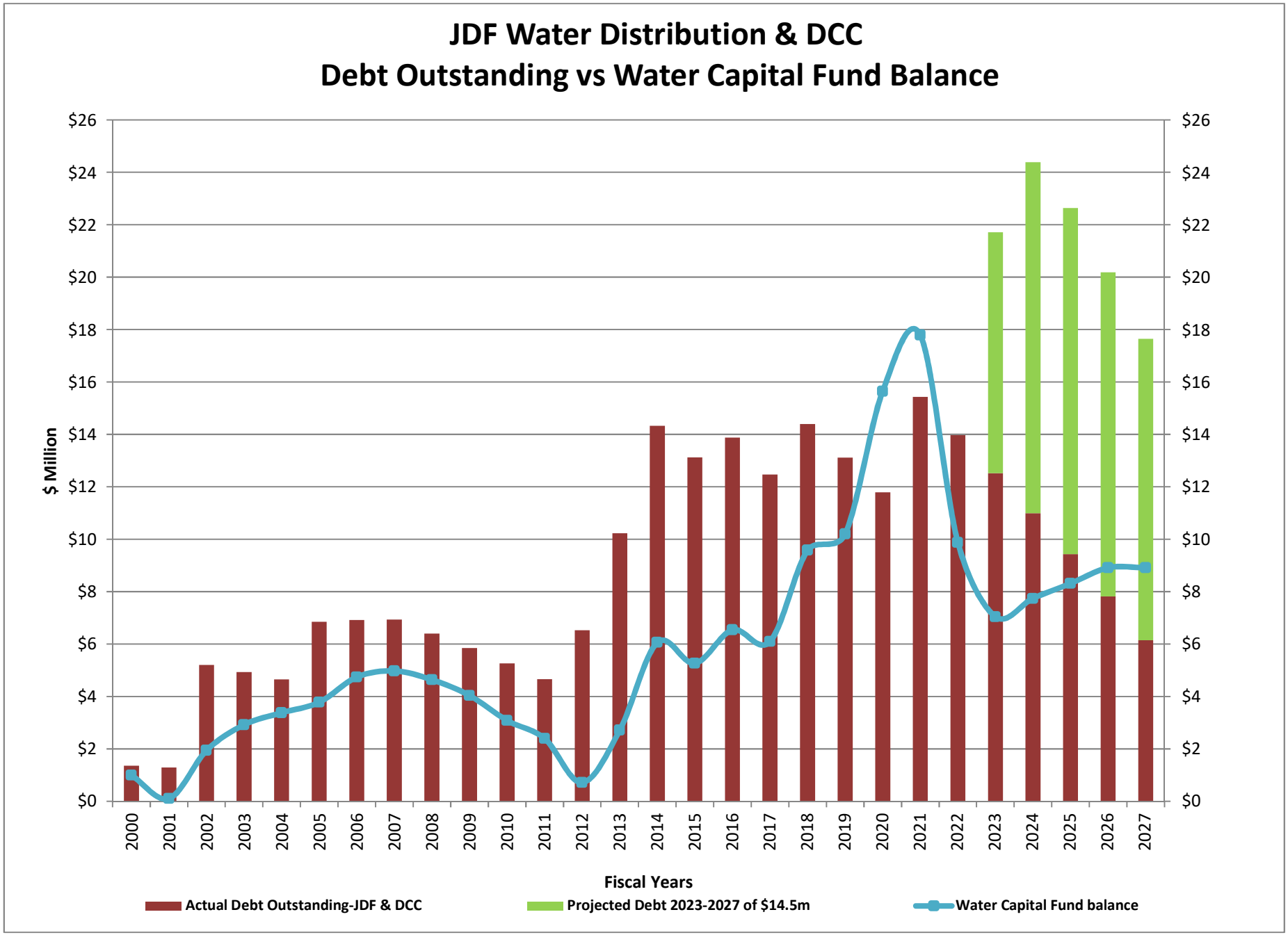
Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

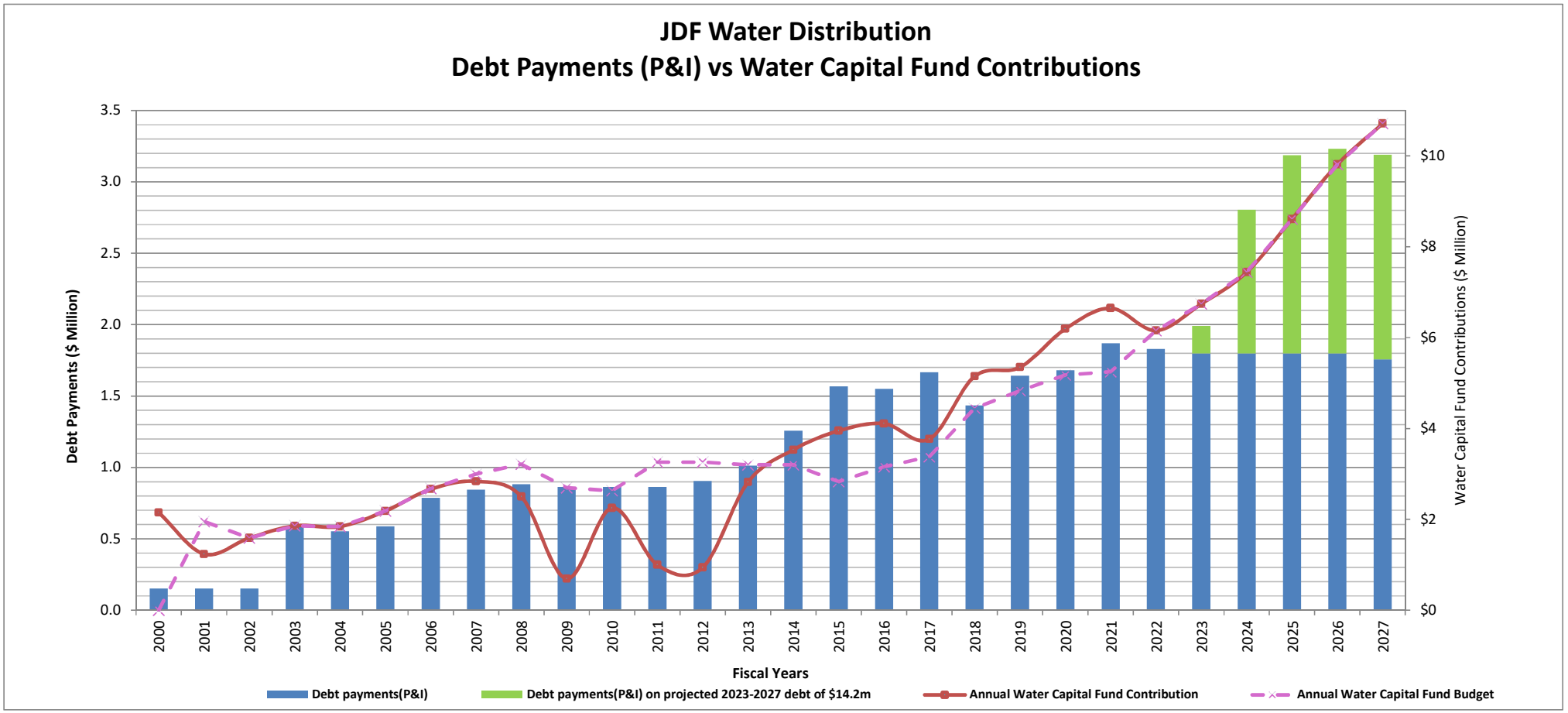
Fund: 1022 Fund Center: 101630	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	556,248	585,011	792,405	463,862	356,706	284,323	315,802
Equipment purchases (Based on Capital Plan)	(232,664)	(70,000)	(1,080,000)	(855,000)	(905,000)	(774,000)	(710,000)
Transfer from Operating Budget	258,003	263,494	589,457	619,594	696,867	689,379	704,503
Proceeds on disposals		10,500	162,000	128,250	135,750	116,100	106,500
Interest Income*	3,424	3,400					
Ending Balance $	**585,011**	**792,405**	**463,862**	**356,706**	**284,323**	**315,802**	**416,805**

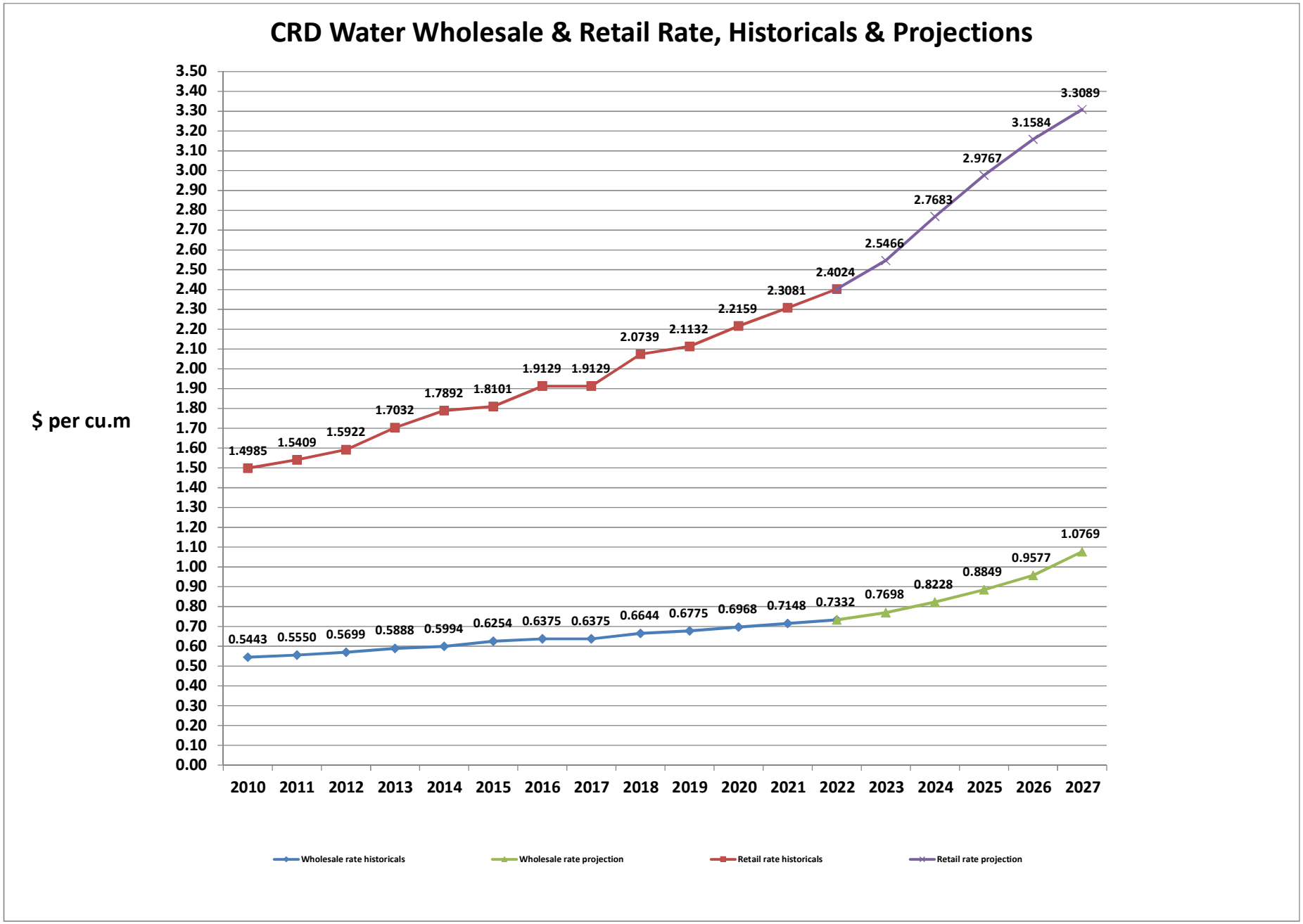
General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.


JDF Water Distribution & DCC
Debt Outstanding vs Water Capital Fund Balance
$ Million
$0
$2
$4
$6
$8
$10
$12
$14
$16
$18
$20
$22
$24
$26
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
Fiscal Years
Actual Debt Outstanding-JDF & DCC
Projected Debt 2023-2027 of $14.5m
Water Capital Fund balance

APPENDIX B


JDF Water Distribution
Debt Payments (P&I) vs Water Capital Fund Contributions
Debt Payments ($ Million)
Water Capital Fund Contributions ($ Million)
3.5
3.0
2.5
2.0
1.5
1.0
0.5
0.0
$10
$8
$6
$4
$2
$0
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
Fiscal Years
Debt payments(P&I)
Debt payments(P&I) on projected 2023-2027 debt of $14.2m
Annual Water Capital Fund Contribution
Annual Water Capital Fund Budget


CRD Water Wholesale & Retail Rate, Historicals & Projections
$ per cu.m
3.50
3.40
3.30
3.20
3.10
3.00
2.90
2.80
2.70
2.60
2.50
2.40
2.30
2.20
2.10
2.00
1.90
1.80
1.70
1.60
1.50
1.40
1.30
1.20
1.10
1.00
0.90
0.80
0.70
0.60
0.50
0.40
0.30
0.20
0.10
0.00
1.4985
1.5409
1.5922
1.7032
1.7892
1.8101
1.9129
1.9129
2.0739
2.1132
2.2159
2.3081
2.4024
2.5466
2.7683
2.9767
3.1584
3.3089
0.5443
0.5550
0.5699
0.5888
0.5994
0.6254
0.6375
0.6375
0.6644
0.6775
0.6968
0.7148
0.7332
0.7698
0.8228
0.8849
0.9577
1.0769
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
Wholesale rate historicals
Wholesale rate projection
Retail rate historicals
Retail rate projection

APPENDIX D

2.682 - Seagirt Water System *- $2.1M Water System Upgrade*	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
DEBT										
Water Purchase	-	-	43,453	-	-	43,453	-	-	-	-
Debt Reserve Fund	-	-	-	-	-	-	21,000	-	-	-
MFA Principal Payment	-	-	-	-	-	-	-	61,480	61,480	61,480
MFA Interest Payment	-	-	63,000	-	-	63,000	94,850	102,900	102,900	102,900
		-	-							
TOTAL DEBT	**-**	**-**	**106,453**	**-**	**-**	**106,453**	**115,850**	**164,380**	**164,380**	**164,380**
REQUISITION - PARCEL TAX	**-**	**-**	**(106,453)**	**-**	**-**	**(106,453)**	**(115,850)**	**(164,380)**	**(164,380)**	**(164,380)**
Percentage increase over prior year Requisition							8.8%	41.9%	0.0%	0.0%

Making a difference...together

RWSC 22-13

REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 28, 2022

SUBJECT **Regional Water Service 2023 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2023 Regional Water Supply Service budget, highlighting the changes from the 2022 budget and the proposed 2023 budget figures. The report generally follows the information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2023 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission's (Commission) consideration. Although the Capital Regional District (CRD) Board received the 2023 provisional budget on September 21, 2022, the Commission will make budget recommendations to the CRD Board for final budget approval in March 2023. The budget recommendations are also necessary to establish the wholesale water rate and approve the rate by year end through adopting a rate bylaw. As in previous years, the draft 2023 Regional Water Supply Service budget has been prepared considering the CRD Board's 2023 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements and upgrades to maintain service levels within the region. The following sets out the key components of the budget.

2022 Year End Financial Projections

Year end revenue and expenditure projections have been established and estimated variances are summarized as follows:

Budget Item	Variance ($)	Variance (%)
Supply System operating expenditures	-$160,870	-1%
Agricultural water rate funding	$0	0%
Capital fund transfers	$479,431	4.56%
Debt servicing - principal and interest expenditures	$0	0%
Revenue	$318,560	0.87%

The lower than budgeted operating expenditures were primarily due to labour costs associated with delays/deferrals in backfilling vacant staff positions during the year. The additional revenue is a result of higher water demand than budgeted due to outdoor demand during the late summer. It is proposed to transfer the revenue surplus to the capital reserve fund and reduce the borrowing requirement in 2023.

2023 Budget

Rate Base

The rate base for 2023 has increased by $3,771,063 from 2022. This increase relates to physical plant additions, including the final capitalization of the Lubbe Dam improvements and Sooke Lake Intake Tower Screen replacement. The changes in physical plant and work in progress are listed on page 3 of the budget document and are used to project the 2022 year-end total physical plant value and determine the 2023 rate base.

Revenue Requirement

The revenue requirement for 2023 increased by $2,179,540. This is resulting from an increase in operational expenses of $1,657,994 (explained further below), an increase in depreciation expenses of $498,746, net of expired depreciation on existing assets, and an increase in the return on the rate base of $22,800.

Operating Budget

The 2023 operating budget reflects an inflationary increase in non-discretionary expenses such as negotiated wage/salary increases, corporate support service allocation increases, and other operating expense adjustments such as chemical and electricity costs, and vehicle costs. The net core 2023 operating budget increase is $587,995, plus an additional budget request for a one-time expenditure in the amount of $150,000 for field sampling/consulting services to establish baseline water quality and hydrology data in the Leech River (year four of five-year funding).

The budgets for drinking water quality sampling, testing and reporting, as well as the cross-connection control and demand management programs for the Regional Water Supply Service are included in the overall operating budget.

Operating budget forecasts for 2024 to 2027 are presented for information.

As it is anticipated that the Regional Water Supply Service will become the service provider for some First Nations in 2023, the budget has been prepared to reflect ‘conveyance fee’ payments, in the amount of $870,000, that would fund operating expenses for those water systems required to convey water from the Regional Water Supply system to First Nations Reserve boundaries across Greater Victoria. The conveyance fee payments are subject to the completion of water service agreements with the participating Nations and operating agreements with the ‘conveyors’ that could include the Juan de Fuca Water Distribution Service, the Saanich Peninsula Water Service, the District of Central Saanich and the District of North Saanich.

Capital Budget

There are a number of capital projects planned for 2023 with a total value of $37,623,000, including $17,727,250 in carry forward projects, most of which are in-stream, multi-year projects such as the Butchart Dam No. 5 project, continuing dam safety related capital work including instrumentation integration and upgrades, the Transmission Mains No. 3 and No. 4 segment replacement project, the Goldstream Water Treatment Plan ultraviolet system replacement project, and the Watershed Field Office building project. There is also $1,810,000 in projects

cost-shared with the Juan de Fuca Water Distribution Service (pages 10 to 45 of the budget document). The new projects in 2023, aside from the carry forward projects, include further study work (feasibility and options analysis) related to the 2022 Master Plan projects: deep northern intake, pumpstation, and raw water pipeline to the Head Tank; Goldstream Reservoir connector; and filtration plant.

A five-year capital plan is presented for information. The value of the five-year (2023 to 2027) capital plan is currently $200,571,000, plus $3,660,000 in projects cost-shared with the Juan de Fuca Water Distribution Service.

Capital and Debt Expenditures

The 2023 capital expenditures will be partially funded through a transfer to the water capital fund budgeted at $12,302,104, with the balance funded from existing cash reserves and borrowed funds. See pages 10 and 11 of the budget document for the funding source summary. $1,104,504 of this transfer is funded by a return of the Municipal Finance Authority of BC deposit held for debt expiring in 2023. 2023 debt expenditures for existing debt servicing are budgeted to be $7,690,985. Debt servicing expenditures will decrease by $601,942 over 2022 due to reduced interest payments on debt issues maturing in 2023. Additional projected water sales revenue and corresponding capital reserve fund transfer will reduce the borrowing needs in 2023. A new loan authorization in the amount of $46,000,000 was approved in 2021 to allow continued partial funding of the five-year capital plan. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3419-103	April 2023	$7,000,000
LA3451-103	April 2023	$60,000,000
LA3419-104	November 2023	$8,000,000
LA3419-105	June 2024	$9,000,000
LA3419-106	October 2024	$1,000,000
LA3661-112	October 2025	$6,500,000
LA3661-116	April 2026	$1,500,000
LA3661-118	April 2027	$4,500,000
LA3661-124	April 2028	$1,700,000
LA3902-131	April 2030	$3,000,000
LA3902-137	April 2031	$1,500,000
LA3902-145	April 2033	$5,000,000
LA4382-15X	April 2038 to 2040	$23,000,000

The long-term debt obligations are summarized on the attached graphs (Appendix B).

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. While the debt funding for capital investment over the next five years does exceed the 40% benchmark for years 2024 to 2026, the percentage of revenue dedicated to debt costs is forecast to be between 9% and 20%, which is less than an annual benchmark rate of 25%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2023	19.3%	25.5%
2024	9.2%	40.9%
2025	10.8%	50.7%
2026	13.9%	54.6%
2027	16.2%	27.4%

A $393,653 transfer to the vehicle/equipment replacement fund is planned in 2023. The reserve fund balance is estimated at $ 2,762,670 at year-end 2022 (See reserve schedule – Page 46 of the budget document).

Agricultural Water Rate Funding

The total budget for the agricultural water rate funding has been increased by $50,000 to $1,750,000 . The 2023 agricultural water rate has been maintained at the 2022 rate of $0.2105 per cubic metre. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. As directed by the Commission, an agricultural water rate review and options study is being undertaken in 2022/2023. The consultation phase of the study will involve several stakeholders and is expected to begin later this year. It is anticipated that any changes to the rate or rate methodology resulting from the study would take effect in 2024.

A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2021 is attached for information (Appendix C).

Water Demand

Total water demand across the Region has generally continued to increase year over year, recently due to the continued rate of development and growth. This trend is expected to result in actual demand exceeding budget demand in 2022; the 2022 year-end demand is projected to be 450,000 cubic metres over budget at 49,450,000 cubic metres.

The recommended 2023 water rate has been calculated using a budget demand of 49,500,000 cubic metres (Page 7 of the budget document), which is 500,000 cubic metres more than the volume used in the 2022 budget.

Proposed 2023 Wholesale Water Rate

The recommended wholesale water rate takes into consideration the revenue required to meet operating and capital expenditures, including debt obligations and the budget demand volume established for 2023. The proposed 2023 wholesale rate is $0.7698 per cubic metre, a 4.99% increase over the 2022 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be $8.60 (Page 8 of the budget document).

Wholesale Water Rate History and Projection

The wholesale water rate history and projection is attached (Appendix D). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

The Regional Water Supply Commission recommends that the Capital Regional District Board:

1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 wholesale water rate of $0.7698 per cubic metre;
3. Approve the 2023 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2022 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

Alternative 2
The Regional Water Supply Commission recommends that the Capital Regional District Board:

1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan as amended;
2. Approve the 2023 wholesale water rate as amended (amended rate);
3. Approve the 2023 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2022 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific initiatives (i.e., new initiatives), on-going operations, or the capital work program. ‘One-time’ reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term. Although, staff have not recommended amending the agricultural water rate for 2023, the rate and rate methodology is under review this year and the Commission will consider the rate review recommendations in 2023.

Any changes in the recommended wholesale water rate would have to be incorporated in the Juan de Fuca Water Distribution Service and Saanich Peninsula Water Service budgets and rates.

CONCLUSION

The draft 2023 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission’s consideration. The budget was prepared considering the Commission and CRD Board’s 2023 service planning and financial expectations. A proposed increase in operating and capital funding combined with an adjusted revenue budget, is resulting in a recommended wholesale water rate of $0.7698 per cubic metre, a 4.99% increase over the 2022 rate.

RECOMMENDATIONS

The Regional Water Supply Commission recommends that the Capital Regional District Board:

1. Approve the 2023 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2023 wholesale water rate of $0.7698 per cubic metre;
3. Approve the 2023 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2022 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

Submitted by:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Larisa Hutcheson, PEng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: 2023 Regional Water Supply Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Agricultural Water Volumes and Rate Payments for 2011 – 2021
Appendix D: Wholesale Water Rate History and Projection

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Regional Water Supply

COMMISSION REVIEW

SEPTEMBER 2022

Service: **2.670** **Regional Water Supply** **Commission: Regional Water Supply**

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich
Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford
District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities		$137,700,000
Borrowed:			$91,400,000
Remaining:	Expired		$46,300,000
Authorized:	LA Bylaw No. 3451 - Regional Water Supply Land Acquisition		$60,000,000
Borrowed:			$60,000,000
Remaining:			$0
Authorized:	LA Bylaw No. 3902 - Regional Water Supply Water Works Facilities	2014	$12,500,000
Borrowed:			$9,500,000
Remaining:	Expired		$3,000,000
Authorized:	LA Bylaw No. 4382 - Regional Water Supply Water Works Facilities	2021	$46,000,000
Borrowed:			$0
Remaining:	Active		$46,000,000

FUNDING:

Costs are recovered through the sale of bulk water.

Change in Budget 2022 to 2023 **Service: 2.670 Regional Water Supply**	**Total Expenditure**	**Comments**
2022 Budget	**36,539,270**	
Change in Labour:		
	361,900	Labour charges (salaries and overhead)
Total Change in Labour	361,900	
Other Changes:		
Transfer to Capital	1,215,977	Increase in Capital Fund and Reserve transfers
	1,104,504	One-time Capital Fund transfer, funded by return of MFA deposit on expiring debt
Conveyance fee for service to First Nations	870,000	
Vehicles	260,842	
Supplies - chemicals	117,150	
Contract for Services	150,000	IBC 10d-3 2023 Watershed Hydrology Monitoring
Contract for Services	(150,000)	IBC 10d-3 2022 Watershed Hydrology Monitoring
Principal & Interest Payments	(601,942)	Interest savings for debt retirement of LA3419-1030 of $7 million; LA3451-1030 for $60 million
Agriculture Water Rate Funding	50,000	
Other Costs	(1,897)	
Total Other Changes	3,014,634	
2023 Budget	**39,915,804**	

Summary of % Expense Increase	
Conveyance fee for service to First Nations	2.4%
One-time capital transfer, funded by MFA deposit	3.0%
Change between capital and debt funding	1.7%
Balance of increase	2.2%
% expense increase from 2022:	***9.2%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable water sales variance of $318,600 (0.9%) as 2022 demand forecast is slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. There is an additional favourable operating variance of $160.800 (0.4%) largely related to temporary staff vacancies. The net surplus of $510,000 will be transferred to the services' Water Capital Fund.

Rate Base for 2023 Revenue Year

	2021 Application	2022 Application	End of 2022 for '23 Applic.	Change	
Wholesale System					
Physical Plant	$ 231,156,835	$ 233,870,414	$ 235,712,793	$ 1,842,378	Note 1
Construction Work In Progress	8,055,763	9,949,386	11,673,660	1,724,274	Note 1
Cash Working Capital	2,088,652	2,188,278	2,392,688	204,410	
Inventory	225,000	225,000	225,000	-	
Total Wholesale Rate Base	$ 241,526,250	$ 246,233,078	**$ 250,004,141**	$ 3,771,063	

Note 1: Refer to the Schedule of Change in Physical Plant & work in Progress for details.

Revenue Requirements for 2023 Year

	2021 Application	2022 Application	2023 Application	Change	
Wholesale					
Operations & maintenance	$ 16,941,286	$ 17,749,367	$ 19,407,361	$ 1,657,994	
Depreciation	6,694,087	7,591,503	8,090,249	$ 498,746	
Return on rate base	11,252,300	11,166,400	11,189,200	$ 22,800	Note 1
Subtotal of above	$ 34,887,673	$ 36,507,270	$ 38,686,810	$ 2,179,540	
Non-rate revenue including unaccounted water revenue	(582,060)	(582,060)	(582,060)	$ -	
Total wholesale	$ 34,305,613	$ 35,925,210	$ 38,104,750	$ 2,179,540	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule of Change in Physical Plant & Work In Progress

Wholesale

Projected Asset Additions	Projected Assets Capitalized
Lubbe Dam Safety Improvements	$ 3,034,580
Sooke Intake Screens Condition Assessment/Replacement	2,136,222
Goldstream Gate Upgrade	1,819,603
Sooke Lake Intake Tower Replacement	1,788,763
Regional Water Supply Master Plan	500,000
Sooke River Road Disinfection Facility Upgrade	425,000
Sooke Spillway Actuator	411,951
Kapoor Tunnel Repairs	405,582
Dam Improvements	300,000
Post Disaster Emergency Water Supply	296,272
Valve Chamber Uprgrades	282,803
Gravel Crushing	245,393
SCADA	235,000
Spillway Gates Repair	199,691
Resevoir Log Boom Replacement	196,231
Dam Breach Assessment	173,281
Watershed Security Enhancements	150,000
Watershed Culvert Replacement	150,000
Sooke Spillway Gate Standby Power	150,000
FlowCam Imaging System	139,506
Meter Replacement	110,640
Historic Powerhouse Roof Replacement	93,277
Water Supply Eqpt Upgrades	85,000
Transmission System Component Replacement	80,000
Meter Station Backflow Installation	75,000
Leech Tunnel Intake Stop Log Replacement	75,000
Major Main Repairs	54,293
Corrosion Protection	50,000
Humpback Overflow Channel Assessment	50,000
Bulk Water Connection Backflow Study	50,000
Other Projects (23 minor projects under $50k)	605,733
Total projected assets capitalized	$ 14,368,821
Less: current year's depreciation	(6,104,857)
Less: change in prior year forecast addition estimates, & disposals	(6,421,586)
Change in Physical Plant	$ 1,842,378

Projected Construction Work In Progress (CWIP)	Projected Assets CWIP
Butchart Dam #5 Remediation	$ 1,258,798
Meter Replacement	1,257,008
Major Main Repairs	899,669
Dam Safety Review	847,428
Post Disaster Emergency Water Supply	779,195
Japan Gulch Treatment Plant Upgrades	772,781
Goldstream Dam Instrumentation Improvements	600,000
Cathodic Protection Program	500,000
Radio Upgrades	381,393
Goldstream Field Operations Centre	366,435
Sooke Dam Safety Improvements	350,775
Pump Stations	350,000
Sooke Lake Hydrodynamic Model	280,304
SCADA Integration	245,396
Strategic Asset Management Plan	188,937
Lab Information Management System	180,000
SCADA Repairs and Equipment Replacement	150,000
Goldstream Treatment Plant Safety Improvements	150,000
Sooke Lake Dam Spillway Hoist	150,000
Regional Water Supply System - DCC Program	149,579
Condition and Vulnerability Assessment	149,461
High Level Output Valve Replacement	149,284
Water Quality Main Lab Renovation	134,751
Hydraulic Capacity Assessment	131,602
Risk and Resilience Assessment	119,774
Treatment Plant Emergency Automation	104,324
Transmission system component upgrades	100,000
Goldstream Treatment Plant Drainage Improvements	100,000
Goldstream Chlorination System Removal	99,653
Sooke Intake Screens	99,184
Critical Equip Storage Building	97,475
Sooke and Goldstream Lakes Assessment	60,000
GVWSA Road Rehabilitation	58,348
Water Quality Database Upgrade	50,000
West Leech Road Design	50,000
Other Projects (14 minor projects under $50k)	312,106
Projected CWIP	$ 11,673,660
Less Prior year's projected CWIP	(9,949,386)
Change in CWIP	$ 1,724,274

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

2023 Demand Estimate

Wholesale Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	46,515,000	45,000,000
2018	48,300,036	45,000,000
2019	47,734,121	46,500,000
2020	48,730,475	48,000,000
2021	51,797,082	48,000,000
2022	49,450,000*	49,000,000
2023 Demand Estimate	**49,500,000**	

** Projected consumption for 2022*

APPENDIX A

Summary of Wholesale Water Rates

	2019	2020	2021	2022	2023	Change
Wholesale water rate						
Unit cost per cu.m.	$0.6775	$0.6968	$0.7148	$0.7332	$0.7698	$0.0366

Wholesale Water Rate Increase
Impact on Residential Water Bill

Average Annual Consumption : 235.0 cubic metres

Charge for Twelve Months Consumption		Annual Charge	2023 Annual Change $
Average Consumption	2022 Year	$ 172.30	
	2023	$ 180.90	$ 8.60
Half Average Consumption	2022 Year	$ 86.15	
	2023	$ 90.45	$ 4.30
Twice Average Consumption	2022 Year	$ 344.60	
	2023	$ 361.81	$ 17.20

Program Group: CRD-Regional Water Supply

SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 BUDGET REQUEST: 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2024	2025	2026	2027
1	2	3	4	5	6	7	8	9	10	11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,690,703	5,444,247	5,792,432	-	150,000	5,942,432	5,908,280	6,026,443	6,146,979	6,269,911
WATER MANAGEMENT	6,272,411	6,325,911	6,683,286	-	-	6,683,286	6,815,529	6,951,848	7,090,923	7,232,778
WATER QUALITY	1,862,117	1,857,755	1,925,729	-	-	1,925,729	1,964,252	2,003,521	2,043,605	2,084,474
CROSS CONNECTION	754,239	728,934	770,923	-	-	770,923	786,607	802,440	818,594	835,085
DEMAND MANAGEMENT	705,184	730,690	726,084	-	-	726,084	740,848	755,773	770,985	786,518
INFRASTRUCTURE ENGINEERING	496,982	494,982	527,884	-	-	527,884	538,440	549,219	560,201	571,409
FLEET OPERATION & MAINTENANCE	(314,181)	(314,181)	(393,653)	-	-	(393,653)	(497,590)	(563,409)	(602,235)	(638,415)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	581,912	620,158	604,677	-	-	604,677	617,406	630,401	643,631	657,177
TOTAL OPERATING EXPENDITURES	16,049,367	15,888,496	16,637,362	-	150,000	16,787,362	16,873,772	17,156,236	17,472,682	17,798,937
Percentage increase over prior year's board budget			3.66%			4.60%	0.51%	1.67%	1.84%	1.87%
CONVEYANCE FEE FOR SERVICE TO FIRST NATIONS	-	-	-	870,000	-	870,000	887,400	905,150	923,250	941,700
AGRICULTURAL WATER RATE FUNDING	1,700,000	1,700,000	1,750,000	-	-	1,750,000	1,800,000	1,850,000	1,900,000	1,950,000
			2.94%			2.94%	2.86%	2.78%	2.70%	2.63%
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	10,152,385	10,662,226	11,197,600	-	1,104,504	12,302,104	17,450,000	19,100,000	20,400,000	23,800,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	314,181	314,181	393,653	-	-	393,653	497,590	563,409	602,235	638,415
TRANSFER TO DEBT RESERVE FUND	30,410	-	121,700	-	-	121,700	166,630	237,630	299,530	125,630
TOTAL CAPITAL EXPENDITURES & TRANSFERS	10,496,976	10,976,407	11,712,953	-	1,104,504	12,817,457	18,114,220	19,901,039	21,301,765	24,564,045
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	8,292,927	8,292,927	7,690,985	-	-	7,690,985	3,800,836	4,811,482	6,690,276	8,760,522
TOTAL DEBT EXPENDITURES	8,292,927	8,292,927	7,690,985	-	-	7,690,985	3,800,836	4,811,482	6,690,276	8,760,522
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	36,539,270	36,857,830	37,791,300	870,000	1,254,504	39,915,804	41,476,228	44,623,907	48,287,973	54,015,204
SOURCES OF FUNDING										
REVENUE - SALES	(35,926,800)	(36,256,740)	(37,087,540)	(870,000)	(150,000)	(38,107,540)	(40,727,538)	(43,804,217)	(47,406,383)	(53,307,514)
REVENUE - OTHER	(612,470)	(601,090)	(703,760)	-	(1,104,504)	(1,808,264)	(748,690)	(819,690)	(881,590)	(707,690)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(36,539,270)	(36,857,830)	(37,791,300)	(870,000)	(1,254,504)	(39,915,804)	(41,476,228)	(44,623,907)	(48,287,973)	(54,015,204)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(36,539,270)	(36,857,830)	(37,791,300)	(870,000)	(1,254,504)	(39,915,804)	(41,476,228)	(44,623,907)	(48,287,973)	(54,015,204)
Percentage increase over prior year's board budget			3.43%			9.24%	3.91%	7.59%	8.21%	11.86%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.670 Regional Water Supply	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$2,970,000	$3,990,000	$2,700,000	$1,350,000	-	-	$8,040,000
Equipment	$4,885,000	$13,410,000	$1,660,000	$1,360,000	$1,715,000	$1,090,000	$19,235,000
Land	$818,000	$3,113,000	$830,000	$525,000	$290,000	$220,000	$4,978,000
Engineered Structures	$7,965,000	$15,795,000	$28,450,000	$37,975,000	$47,375,000	$34,305,000	$163,900,000
Vehicles	$1,089,250	$1,315,000	$843,000	$630,000	$775,000	$855,000	$4,418,000
	$17,727,250	**$37,623,000**	**$34,483,000**	**$41,840,000**	**$50,155,000**	**$36,470,000**	**$200,571,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$14,302,000	$23,988,000	$11,340,000	$16,710,000	$18,390,000	$19,615,000	$90,043,000
Debenture Debt (New Debt Only)	-	$9,600,000	$14,100,000	$21,200,000	$27,390,000	$10,000,000	$82,290,000
Equipment Replacement Fund	$885,250	$995,000	$843,000	$630,000	$775,000	$855,000	$4,098,000
Grants (Federal, Provincial)	$40,000	$40,000	$7,200,000	$2,300,000	$3,600,000	$6,000,000	$19,140,000
Donations / Third Party Funding	$2,500,000	$3,000,000	$1,000,000	$1,000,000	-	-	$5,000,000
Reserve Fund	-	-	-	-	-	-	-
	$17,727,250	**$37,623,000**	**$34,483,000**	**$41,840,000**	**$50,155,000**	**$36,470,000**	**$200,571,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.670/2.680 Regional Water Supply & JDF Wate	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$1,100,000	$1,730,000	$530,000	$330,000	$330,000	$340,000	$3,260,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,100,000	$1,810,000	$610,000	$410,000	$410,000	$420,000	$3,660,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and/or asset material/type.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670
Service Name: Regional Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public	**$120,000**	B	WU	-	$20,000	-	**$50,000**	-	-	$70,000
17-01				**$376,000**	**B**	**Grant**	-	-	-	**$300,000**	-	-	$300,000
18-10	Study	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	$185,000	L	WU	-	$50,000	-	-	-	-	$50,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.	$75,000	L	WU	$38,000	$38,000	-	-	-	-	$38,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	$180,000	L	WU	$180,000	$180,000	-	-	-	-	$180,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	$60,000	L	WU	-	$10,000	$10,000	$10,000	$10,000	-	$40,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	$260,000	L	WU	$120,000	$120,000	**$50,000**	-	-	-	$170,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	$230,000	L	WU	$110,000	$110,000	**$60,000**	-	-	-	$170,000
21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs	$75,000	L	WU	$15,000	$15,000	-	-	-	-	$15,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	$320,000	L	WU	$50,000	$150,000	$100,000	-	-	-	$250,000
23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	**$250,000**	L	WU	-	**$200,000**	**$50,000**	-	-	-	$250,000
22-04	Renewal	GVWSA Orthophotography	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.	$95,000	L	WU	$15,000	$30,000	-	**$35,000**	-	**$40,000**	**$105,000**
22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.	$50,000	L	WU	$40,000	$40,000	-	-	-	-	$40,000
22-10	New	GVWSA/RWS Educational Videos	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.	$60,000	L	WU	$30,000	$30,000	**$30,000**	-	-	-	$60,000
23-05	Study	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.	$50,000	L	WU	$25,000	$25,000	-	-	-	-	$25,000
24-03	**Study**	**Biosecurity Risk Assessment & Procedures**	**Assess GVWSA biosecurity risks and develop mitigating protocols/procedures**	**$50,000**	L	WU	-	-	**$50,000**	-	-	-	**$50,000**

Service #: 2.670

Service Name: Regional Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	$5,756,000	L	WU	$125,000	$325,000	$200,000	$200,000	-	-	$725,000
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function	$1,800,000	B	WU	$20,000	$20,000	-	-	-	-	**$20,000**
16-06	Renewal	Goldstream IWS Field Office1	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.	**$3,200,000**	B	WU	$450,000	$950,000	**$1,700,000**	-	-	-	**$2,650,000**
16-06				$5,000,000	B	Other	$2,500,000	**$3,000,000**	**$1,000,000**	**$1,000,000**	-	-	$5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	**$540,000**	E	WU	$40,000	**$80,000**	-	-	-	-	$80,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	$850,000	L	WU	$10,000	$110,000	$100,000	$100,000	$100,000	**$100,000**	$510,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	**$330,000**	S	WU	-	**$30,000**	**$300,000**	-	-	-	$330,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	**$230,000**	E	WU	-	**$60,000**	-	-	-	-	$60,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	**$610,000**	S	WU	$390,000	**$440,000**	**$160,000**	-	-	-	**$600,000**
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	$650,000	S	WU	-	-	**$100,000**	-	$200,000	-	$300,000
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	$520,000	L	WU	$60,000	$100,000	$100,000	$100,000	$100,000	-	$400,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	**$850,000**	S	WU	-	**-**	**$350,000**	-	-	-	$350,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	**$340,000**	S	WU	-	**$15,000**	-	$325,000	-	-	$340,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	**$315,000**	S	WU	-	-	**$15,000**	-	$300,000	-	$315,000
22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.	$60,000	E	WU	$30,000	**$50,000**	-	-	-	-	$50,000
23-10	New	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.	$30,000	E	WU	-	$30,000	-	-	-	-	$30,000
23-11	New	**Purchase and deployment of Second Wildfire Camera for Leech WSA, and analytic software**	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.	**$100,000**	E	WU	-	$50,000	**$50,000**	-	-	-	**$100,000**
23-23	**Replacement**	**Brushcutting head for Excavator**	**The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.**	**$30,000**	**V**	**WU**	**-**	**$30,000**	**-**	**-**	**-**	**-**	**$30,000**
WaterShed Protection Sub-Total				**$23,647,000**			**$4,248,000**	**$6,308,000**	**$4,425,000**	**$2,120,000**	**$710,000**	**$140,000**	**$13,703,000**
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	**$2,250,000**	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	$400,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	$250,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	$200,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	$200,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
23-12	**Study**	**Project Delivery Strategy**	**Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	$200,000
23-13	**Study**	**Filtration Plant Planning & Design**	**Conduct a siting, conceptual design and detailed design for a filtration plant**	**$16,300,000**	**S**	**WU**	-	**$300,000**	**$500,000**	**$500,000**	**$5,000,000**	**$10,000,000**	$16,300,000
23-14	**Study**	**Council Creek Crossing Hydrology Review**	**Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.**	**$100,000**	**S**	**WU**	-	**$100,000**	-	-	-	-	$100,000
23-24	**New**	**East-West Connector (Filtration Plant to District of Sooke)**	**Planning and Conceptual Design of the East- West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)**	**$400,000**	**S**	**WU**	-	-	-	-	**$200,000**	**$200,000**	**$400,000**
23-25	**New**	**Deep Northern Intake and Sooke Lake Pump Station**	**Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)**	**$12,200,000**	**S**	**WU**	-	**$600,000**	**$600,000**	**$3,000,000**	**$4,000,000**	**$4,000,000**	**$12,200,000**
23-26	**New**	**Transmission Main - Sooke Lake Pump Station to Head Tank**	**Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)**	**$3,400,000**	**S**	**WU**	-	**$200,000**	**$200,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$3,400,000**
23-27	**New**	**Gravity Main - Sooke Lake to Head Tank**	**Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)**	**$1,400,000**	**S**	**WU**	-	**$100,000**	**$300,000**	**$500,000**	**$500,000**	-	**$1,400,000**
23-28	**New**	**Goldstream Reservoir Connector**	**Planning and Design of the Goldstream Reservoir Connector transmission main**	**$4,600,000**	**S**	**WU**	-	**$100,000**	**$500,000**	**$2,000,000**	**$2,000,000**	-	**$4,600,000**
Capital													$0
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	**$8,730,000**	E	WU	$2,850,000	**$8,300,000**	-	-	-	-	**$8,300,000**
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	$2,050,000	E	WU	$600,000	$600,000	-	**$200,000**	**$200,000**	**$150,000**	$1,150,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	$1,150,000	S	WU	-	$150,000	$150,000	$150,000	$150,000	-	$600,000

Service #: 2.670

Service Name: Regional Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	$15,600,000	S	WU	$500,000	$500,000	**$4,900,000**	**$4,900,000**	**$4,900,000**	-	$15,200,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	$600,000	S	WU	-	-	-	**$100,000**	-	-	$100,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	$1,100,000	S	WU	$200,000	$200,000	**$1,000,000**	-	-	-	**$1,200,000**
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	$1,000,000	S	WU	$50,000	$450,000	-	-	-	-	$450,000
20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.	**$1,300,000**	S	WU	$300,000	$300,000	**$1,000,000**	-	-	-	**$1,300,000**
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	**$775,000**	E	WU	$125,000	**$375,000**	**$250,000**	-	-	-	$625,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	**$2,150,000**	E	WU	$500,000	**$800,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	$2,000,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	$33,900,000	S	WU	$1,200,000	$3,000,000	$4,500,000	$11,400,000	$13,500,000	$1,200,000	$33,600,000
21-11			DMAF Grant portion, grant submitted November 2021.	**$14,800,000**	**S**	**Grant**	-	-	**$1,200,000**	**$2,000,000**	**$3,600,000**	**$6,000,000**	**$12,800,000**
22-14	New	Sooke River Intake Feasibility	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.	$50,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
22-15	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.	**$1,100,000**	S	WU	$200,000	**$400,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,000,000
22-16	Renewal	Goldstream WTP Drainage Improvements	Construct drainage improvements for the Goldstream Water Treatment Plant and assess	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
22-17	New	Goldstream WTP Safety Improvements	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.	$200,000	E	WU	$50,000	$50,000	-	-	-	-	$50,000
23-15	**New**	**Mt Tolmie Reservoir Security**	**Conduct public consultation with conceptual designs for site security required at the Mt Tolmie Reservoir**	**$60,000**	**S**	**WU**	-	**$10,000**	**$50,000**	-	-	-	**$60,000**
23-16	**Renewal**	**Humpback Channel Assessment and Upgrades**	**Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	**$200,000**
23-17	**Replacement**	**Main No. 4 - Mt Newton to Highway 17**	**Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.**	**$2,800,000**	**S**	**WU**	-	**$2,800,000**	-	-	-	-	**$2,800,000**
23-17				**$6,000,000**	**S**	**Grant**	-	-	**$6,000,000**	-	-	-	**$6,000,000**
25-03	**Renewal**	**Transmission Main Upgrade Program**	**Identify, conceptually design, detail design and construct transmission main upgrades.**	**$30,000,000**	**S**	WU	-	-	-	**$10,000,000**	**$10,000,000**	**$10,000,000**	**$30,000,000**
23-29	**Renewal**	**Mt. Tolmie Control Valve Replacement**	**Supply and installation of the Mt. Tolmie Reservoir Control Valve**	**$300,000**	**E**	WU	-	**$300,000**	-	-	-	-	**$300,000**
													$0
Infrastructure Engineering and Operations Sub-Total				**$166,315,000**			**$7,375,000**	**$21,035,000**	**$21,850,000**	**$36,450,000**	**$45,750,000**	**$33,050,000**	**$158,135,000**
DAM SAFETY PROGRAM			**Database)**										
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	$825,000	S	WU	$200,000	$275,000	$75,000	-	-	-	$350,000
16-17	Renewal	Butchart Dam No. 5 Remediation Planning & Construction	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.	$3,550,000	S	WU	$2,000,000	$50,000	$1,950,000	-	-	-	$2,000,000
17-25	Renewal	Implications from Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	$1,210,000	S	WU	$400,000	$400,000	-	-	-	-	$400,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	**$1,800,000**	S	WU	$450,000	$550,000	**$600,000**	-	-	-	$1,150,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	$600,000	S	WU	$500,000	$250,000	$250,000	-	-	-	$500,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	**$1,300,000**	E	WU	**$400,000**	**$600,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,200,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	$100,000	S	WU	-	-	$100,000	-	-	-	$100,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	$600,000	S	WU	-	$100,000	$400,000	-	-	-	$500,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	$300,000	E	WU	$150,000	$250,000	$50,000	-	-	-	$300,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	**$300,000**	S	WU	$150,000	**$250,000**	-	-	-	-	$250,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	**$1,800,000**	S	WU	$175,000	**$375,000**	**$200,000**	**$100,000**	**$500,000**	**$500,000**	$1,675,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	**$800,000**	S	WU	$100,000	**$200,000**	**$150,000**	**$200,000**	**$75,000**	**$75,000**	$700,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2022, installation in 2023	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	$450,000	S	WU	$150,000	$150,000	**$300,000**	-	-	-	$450,000

Service #: 2.670

Service Name: Regional Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-07	Renewal	Sooke Lake Dam Spillway and Gates Retrofit	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.	$450,000	S	WU	-	$150,000	$300,000	-	-	-	$450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	$300,000	S	WU	-	$150,000	$150,000	-	-	-	$300,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	Conduct a Dam Safety Review to meet regulatory requirement.	$200,000	S	WU	-	$200,000	-	-	-	-	$200,000
23-18	**Renewal**	**Sooke Lake Dam Spillway Channel Improvements**	**Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.**	**$700,000**	**S**	**WU**	-	**$200,000**	**$500,000**	-	-	-	**$700,000**
23-19	**Renewal**	**Charters Dam - Implications from Dam Safety Review**	**Carry out recommendations from the 2022 Dam Safety Review for Charters Dam**	**$200,000**	**S**	**WU**	-	**$100,000**	**$100,000**	-	-	-	**$200,000**
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review to meet regulatory requirement.	$200,000	S	WU	-	-	-	$200,000	-	-	$200,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	$150,000	S	WU	-	-	-	$150,000	-	-	$150,000
													$0
Dam Safety Program Sub-Total				**$15,985,000**			**$4,825,000**	**$4,400,000**	**$5,325,000**	**$850,000**	**$775,000**	**$575,000**	**$11,925,000**
WATER QUALITY													
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	$520,000	E	WU	-	**$120,000**	**$120,000**	-	-		$240,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	$100,000	S	WU	$50,000	$50,000	-	-	-		$50,000
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	$50,000	S	WU	-	$50,000	-	-	-		$50,000
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	$60,000	E	WU	$60,000	$60,000	-	-	-		$60,000
24-04	Study	Sooke Lake Drawdown Study	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.	$100,000	S	WU	-	-	$100,000	-	-	-	$100,000
25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers	$20,000	E	WU	-	-	-	$20,000	-	-	$20,000
26-01	New	2 x Floating Water Quality Sensor Platforms	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms	$200,000	E	WU	-	-	-	-	$200,000		$200,000
27-01	Study	Drinking Water Safety Plan Update	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.	$80,000	S	WU	-	-	-	-	-	$80,000	$80,000
													$0
Water Quality Sub-Total				**$1,130,000**			**$110,000**	**$280,000**	**$220,000**	**$20,000**	**$200,000**	**$80,000**	**$800,000**
ANNUAL PROVISIONAL													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	$600,000	E	WU	-	$150,000	$150,000	$100,000	$100,000	**$100,000**	$600,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	**$575,000**	E	WU	-	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$575,000**
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	$400,000	S	WU	-	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	$1,000,000	E	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	$100,000	S	WU	-	$20,000	$20,000	$20,000	$20,000	**$20,000**	$100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry	$1,500,000	S	WU	-	$300,000	$300,000	$300,000	$300,000	**$300,000**	$1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	$750,000	E	WU	-	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	$250,000	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	$250,000	E	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-18	Renewal	LIMS support	Support for LIMS database	$125,000	E	WU	-	$25,000	$25,000	$25,000	$25,000	**$25,000**	$125,000
23-20	**Study**	**Land Exchange/Acquisition**	**Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.**	**$400,000**	L	WU	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
Annual Provisional Sub-Total				**$8,950,000**			**$0**	**$1,820,000**	**$1,820,000**	**$1,770,000**	**$1,770,000**	**$1,770,000**	**$8,950,000**
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	$2,873,000	V	ERF	$885,250	$995,000	$843,000	$630,000	$775,000	$855,000	$4,098,000
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	$100,000	V	WU	$80,000	$100,000	-	-	-	-	$100,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	$100,000	V	WU	$62,000	$100,000	-	-	-	-	$100,000
21-30	New	Vehicle for Warehouse Operations	New pick up	$90,000	V	WU	$62,000	$90,000	-	-	-	-	$90,000
22-18	New	Electric Vehicle Charging Stations	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC	$80,000	E	WU	$40,000	$40,000	-	-	-	-	$40,000
22-18					E	Grant	$40,000	$40,000	-	-	-	-	$40,000

Service #: 2.670

Service Name: Regional Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET													
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-21	New	EV Charging Stations Electrical Infrastructure	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations	$855,000	E	WU	-	$680,000	-	-	$175,000	-	$855,000
23-22	New	Fuel Truck	Fuel tender truck	$200,000	E	WU	-	$200,000	-	-	-	-	$200,000
23-30	New	Fleet Shop Hoist	Heavy Capacity Hoist for fleet maintenance	$35,000	E	WU	-	$35,000	-	-	-	-	$35,000
23-31	New	Purchase of land	Purchasing of land near 479 for future office space	$1,500,000	L	WU	-	$1,500,000				-	$1,500,000
													$0
Customer and Technical Services Sub-Total				$5,833,000			$1,169,250	$3,780,000	$843,000	$630,000	$950,000	$855,000	$7,058,000
			GRAND TOTAL	$221,860,000			$17,727,250	$37,623,000	$34,483,000	$41,840,000	$50,155,000	$36,470,000	$200,571,000

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and/or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **2.670/2.680**

Service Name: **Regional Water Supply & JDF Water Distribution Combo**

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	**$1,000,000**	**$1,300,000**	**$200,000**	$0	$0	**$0**	$1,500,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$750,000	E	WU	$50,000	$50,000	$0	$0	$0	**$0**	$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$1,050,000	$1,430,000	$280,000	$80,000	$80,000	$80,000	$1,950,000
ANNUAL PROVISIONAL CAPITAL ITEMS													$0
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	**$45,000**	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	**$170,000**	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$50,000	$70,000	$20,000	$20,000	$20,000	**$30,000**	$160,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	**$15,000**	$75,000
													$0
													$0
													$0
Sub-Total for Annual Provisional Capital Items				$1,650,000			$50,000	$380,000	$330,000	$330,000	$330,000	$340,000	$1,710,000
			GRAND TOTAL	**$4,280,000**			**$1,100,000**	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

Service:	2.670	Regional Water Supply

Project Number	17-01	**Capital Project Title**	Historic Goldstream Powerhouse Building	**Capital Project Description**	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public
Project Rationale	Located near the Japan Gulch Treatment Plant and the Sooke Hills Wilderness Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Further masonry and major crack repair was completed on the south side in 2019 ($10,000). A successful grant application ($76,000) was used in 2022 to replace the roof membrane/envelope. **The approved 2023 funds are to implement basic public interpretation signage and in 2025 to plan and seek grant funding or sponsors for security gates and fencing working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail.**				

Project Number	18-10	**Capital Project Title**	Species-at-Risk Wildlife Habitat	**Capital Project Description**	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.
Project Rationale	An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 ($35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 ($50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 ($25,000) are to develop a GVWSA specific conservation plan based on the office and field investigations. Funds added in 2023 are in anticipation of future habitat mapping required to address BC Species-at-Risk legislation (currently being developed).				

Project Number	19-30	**Capital Project Title**	Leech WSA Lakes/Tributaries Assessment	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.
Project Rationale	To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).				

Project Number	20-05	**Capital Project Title**	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	**Capital Project Description**	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. There has been no detailed mapping of Leech WSA wetlands. The project is to conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022. **The project has been further moved forward from 2022 to 2023. It is advantageous to wait for advances in technology and partners (BC) which may improve the product and/or reduce costs.**				

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Project Number	20-06	**Capital Project Title**	Addressing mining in Leech WSA (impacts, agreements)	**Capital Project Description**	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies and/or funds to buy and cancel mining claims to mitigate impacts from mining activities and with the goal of reducing mining claims in the Leech Water Supply Area.				

Project Number	20-27	**Capital Project Title**	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	**Capital Project Description**	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk, such as prescribed fire and stand diversification, in the Leech WSA prior to considering those treatment options in Sooke or Goldstream WSAs. **Planned additional funding is being moved forward in the plan. There have been a lack of internal and consulting resources to carry out the projects.**				

Project Number	20-28	**Capital Project Title**	GVWSA Forest Resilience - Assessments of forest health and resilience	**Capital Project Description**	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023. **Planned additional funding is being moved forward in the plan. There have been a lack of internal and consulting resources to carry out the projects.**				

Project Number	21-19	**Capital Project Title**	Lakes Assessment Sooke and Goldstream WSAs	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs
Project Rationale	Small lakes in the Sooke and Goldstream WSAs influence both watershed hydrology and water quality in downstream creeks and supply reservoirs. While basic water quality sampling has been undertaken in some of these water bodies, there is a need to map the bathymetry, calculate water volumes, and conduct more comprehensive sampling of the chemical and biological parameters and aquatic vegetation of these lakes. This will facilitate comparisons of these parameters with lakes in the Leech WSA and water quality in existing and future water supply lands.				

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Project Number	21-20	**Capital Project Title**	West Leech Road	**Capital Project Description**	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. Funds to implement plans have been added for 2022-2024.				

Project Number	23-02	**Capital Project Title**	GVWSA LiDAR Mapping	**Capital Project Description**	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR can be acquired when orthophotography or other data is collected from the air. LiDAR provides three-dimensional information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data can be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes. **Initial project scoping has refined a required budget of $250,000 rather than the previously planned $120,000. The results will be used to plan forest fuel treatments across the GVWSA.**				

Project Number	22-04	**Capital Project Title**	GVWSA Orthophotography	**Capital Project Description**	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.
Project Rationale	Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosiac image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. **The funding plan has been adjusted to provide funds every second year when it is needed rather than annually.**				

Project Number	22-09	**Capital Project Title**	GVWSA Powerlines Wildfire Risk Mitigation Plan	**Capital Project Description**	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.
Project Rationale	A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option.				

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Project Number	22-10	**Capital Project Title**	GVWSA/RWS Educational Videos	**Capital Project Description**	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.

Project Rationale The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop educational videos to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023. **Given development of a corporate wide media strategy in 2022, approved funding has been moved forward to ensure additional videos are designed to fit with the strategy and new video branding templates.**

Project Number	23-05	**Capital Project Title**	Spill Management Plan and Implementation	**Capital Project Description**	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.

Project Rationale The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year.

Project Number	**24-03**	**Capital Project Title**	**Biosecurity Risk Assessment & Procedures**	**Capital Project Description**	**Assess GVWSA biosecurity risks and develop mitigating protocols/procedures**

Project Rationale **There has already been work done to identify and assess possible sources of biosecurity risk to the GVWSA in the forms of entry of pathogens, invasive plant and animal species, contaminated soils and materials. The project is intended to document the biosecurity assessment and prepare and work with staff to implement practical procedures to mitigate the highest risks.**

Project Number	09-01	**Capital Project Title**	Leech River Watershed Restoration	**Capital Project Description**	A 17 year project to restore the Leech WSA lands for water supply.

Project Rationale A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Funding allocated by end of 2025 will be $5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges is considered.

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Project Number	16-01	**Capital Project Title**	Replace Gatehouse at Goldstream Entrance	**Capital Project Description**	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function
Project Rationale	Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer has reached end of life and is unsuitable and located inside the secured area. A site design and purpose built facility with in/out roads, fencing and upgraded autogates (17-09) is planned requiring funding consistent with the project. The scope and scale of this project has increased since the current location is no longer considered feasible/advantageous for the upgrade. Preliminary design and cost estimates have been completed indicating the requested funding. The design and cost includes roadway changes and asphalt, automated gates, and the custom building.				

Project Number	16-06	**Capital Project Title**	Goldstream IWS Field Office1	**Capital Project Description**	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.
Project Rationale	Watershed Protection staff (26 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another old converted facility in the Goldstream area. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area and cost estimates. Carry forward funds from 2020 will be used to develop a design with building and site construction planned for 2022 and 2023. The disposition of the IWS gravel pit in Goldstream is expected to largely fund the new building. **Given a rough construction cost estimate of $7.5 million for the building and yard; an additional $1.2 million was added to the budget (in addition to the approved $500,000) in 2024. Budget design work in 2022 will provide more detailed cost estimates for construction to begin in 2023 and complete in 2024.**				

Project Number	17-02	**Capital Project Title**	Leech River HydroMet System	**Capital Project Description**	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Project Rationale	A 17 year $ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented ($10,000) prior to funding implementation beginning in 2018 ($80,000). Additional funding requests of $30,000 in 2020 (new total $100,000) and $10,000 in 2021 (new total $25,000) to provide assistance in accessing and addressing safety issues at new weather and hydrology monitoring sites and installing the equipment. Funding requests reflect difficult terrain and access to reach monitoring locations. **An additional $40,000 is requested to complete instrumentation of the Leech River system.**				

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Project Number	18-05	**Capital Project Title**	GVWSA Forest Fuel Management/FireSmart Activities	**Capital Project Description**	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.

Project Rationale Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from $75,000 to $100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.

Project Number	19-02	**Capital Project Title**	Whiskey Creek Bridge Replacement (Sooke WSA)	**Capital Project Description**	Replacement of the existing undersized bridge with a longer and higher concrete structure.

Project Rationale Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. The project has been moved forward from 2022 to 2023 to allow higher priorities to be addressed first. **The bridge project is moved forward to 2024 with design work to begin in 2023.**

Project Number	19-19	**Capital Project Title**	Hydromet Upgrades Sooke and Goldstream	**Capital Project Description**	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.

Project Rationale Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. The proposed funds for 2020 have been increased by $20,000 to cover the costs associated with site preparation, addressing site safety issues and assistance with station installation. **Additional funding ($60,000) is requested in 2023 to complete required upgrades of the Sooke and Goldstream hydromet network.**

Project Number	20-01	**Capital Project Title**	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	**Capital Project Description**	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.

Project Rationale The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. The project has been moved forward from 2021 to 2022 to allow higher priorities to be addressed first. The project has been phased to replace the bridge in 2022 and replace the asphalt in 2023 with an increased budget allowance. **The project was moved forward by an additional year to 2023 (bridge installation) and 2024 (replace asphalt section of road). The project budget has been increased to reflect expected cost.**

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Project Number	20-29	**Capital Project Title**	GVWSA Gravel Crushing	**Capital Project Description**	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Project Rationale	Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026. **The need for additional gravel crushing has been pushed forward by one year to 2024.**				

Project Number	21-26	**Capital Project Title**	Road Deactivation/Rehabilitation in the GVWSA	**Capital Project Description**	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Project Rationale	A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated.				

Project Number	21-27	**Capital Project Title**	Autogate Installations on Primary Access Routes	**Capital Project Description**	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate tresspass into the GVWSA, and Drinking Water Protection Zone. One autogate is being installed in 2021, with three subsequent autogates to be installed during 2022 and 2023. The proposed autogates improve security by 24 hour recorded keycard access operation and improved location to increase security. **The third and fourth autogate are being deferred by an additional year to 2024 with an additional $50,000 added to the project budget to allow for additional design and siting considerations; and provincial, Fortis Gas and Island Corridor Foundation to process approvals before the work can be tendered.**				

Project Number	22-02	**Capital Project Title**	Muckpile Bridge Supply and Install (Deception)	**Capital Project Description**	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will alo improve fish passage and western toad migration. **Addition of funding for design work ahead of construction.**				

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Project Number	23-04	Capital Project Title	17S/Sooke Main Bridge Replacement	Capital Project Description	Undersized bridge replacement
Project Rationale	The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. The project has been moved forward from 2023 to 2025 to allow higher priorities to be addressed first. **Addition of funding for design work ahead of construction.**				

Project Number	22-11	Capital Project Title	Additional Boom Anchors for Sooke Lake Reservoir debris boom	Capital Project Description	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower. **An increased project budget (additional $20,000) is required to design and install the anchors.**				

Project Number	23-10	Capital Project Title	Work platform for Sooke Lake Reservoir	Capital Project Description	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.
Project Rationale	This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.				

Project Number	23-11	Capital Project Title	Purchase and deployment of Second Wildfire Camera for Leech WSA, and analytic software	Capital Project Description	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.
Project Rationale	Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades. **Funding in 2023 is earmarked for analytic software for both wildfire cameras and funding in 2024 is earmarked for purchase and deployment of the additional Leech camera.**				

Project Number	**23-23**	Capital Project Title	**Brushcutting head for Excavator**	Capital Project Description	**The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.**
Project Rationale	**The existing brush cutting head for the excavator is past end of life and requires replacement. The old head will be disposed of and offset the cost of the new head.**				

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Project Number	16-10	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedness.
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to continue implementing these additional works and equipment.				

Project Number	17-13	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Project Rationale	This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.				

Project Number	19-15	**Capital Project Title**	Hydraulic Capacity Assessment and Transient Pressure Analysis	**Capital Project Description**	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				

Project Number	20-08	**Capital Project Title**	Regional Water DCC Program	**Capital Project Description**	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				

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Project Number	20-10	**Capital Project Title**	Condition & Vulnerability Assessment	**Capital Project Description**	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				

Project Number	21-05	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.				

Project Number	18-07	**Capital Project Title**	Replacement of UV System	**Capital Project Description**	Replacement of the UV system at the Goldstream Water Treatment Plant
Project Rationale	Two 24” UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24” stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections. Construction has been spread over two years to correspond with construction over the winter period.				

Project Number	18-08	**Capital Project Title**	Bulk Supply Meter Replacement Program	**Capital Project Description**	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements.				

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Project Number	18-15	Capital Project Title	Corrosion Protection Program	Capital Project Description	Study deficiencies in the current material protection and implement recommendations.
Project Rationale	This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.				

Project Number	18-18	Capital Project Title	Main No.3 Segment Replacement	Capital Project Description	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will start in 2023 with detailed design and construction commencing in 2024 to 2027. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				

Project Number	19-05	Capital Project Title	Repairs - Kapoor Shutdown	Capital Project Description	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				

Project Number	19-23	Capital Project Title	Critical Spare Equipment Storage & Pipe Yard	Capital Project Description	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.				

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Project Number	20-16	Capital Project Title	Cecelia Meter Replacement	Capital Project Description	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				

Project Number	20-17	Capital Project Title	Decommission & Conceptual Design of the Smith Hill Site	Capital Project Description	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				

Project Number	21-06	Capital Project Title	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Capital Project Description	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is at it's end of life and poses a risk of failure when required for use of lowering the high level gate barriers. Funds are required to replace the hoist.				

Project Number	21-09	Capital Project Title	Goldstream Water Chlorination Gas System Removal	Capital Project Description	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				

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Project Number	21-10	**Capital Project Title**	SCADA Masterplan and System Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

Project Number	21-11	**Capital Project Title**	RWS Supply Main No. 4 Upgrade	**Capital Project Description**	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 $21,975,000; Watkiss Way section of Main #1 $950,000; Watkiss PRV $1,250,000; Millstream PRV $1,350,000; Humpback PRV improvements $825,000; Five new PRVs $9,050,000.				

Project Number	22-14	**Capital Project Title**	Sooke River Intake Feasibility	**Capital Project Description**	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.				

Project Number	22-15	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	Supports current and future fire detection cameras.				

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Project Number	22-16	**Capital Project Title**	Goldstream WTP Drainage Improvements	**Capital Project Description**	Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	The Goldstream Water Treatment Plant is located near the Goldstream waterway, drainage improvements are required so that the Goldstream waterway is not impacted if there were to be a chlorine or ammonia spill.				

Project Number	22-17	**Capital Project Title**	Goldstream WTP Safety Improvements	**Capital Project Description**	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Water Treatment Plant is located near a public trail, safety improvements such as a notification system are required. Funds will be for design and construction.				

Project Number	16-16	**Capital Project Title**	Implications from Goldstream Dam Safety Review	**Capital Project Description**	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-17	**Capital Project Title**	Butchart Dam No. 5 Remediation Planning & Construction	**Capital Project Description**	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019. Phase 1 of the revised program is complete and the dam is now in the monitoring stage.				

Service:	2.670	Regional Water Supply

Project Number	17-25	**Capital Project Title**	Implications from Sooke Lake Dam Safety Review	**Capital Project Description**	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.				

Project Number	18-19	**Capital Project Title**	Sooke Lake Dam - Instrumentation System Improvements	**Capital Project Description**	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.				

Project Number	18-20	**Capital Project Title**	Sooke Lake Dam - Breach Risk Reduction Measures	**Capital Project Description**	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.				

Project Number	19-07	**Capital Project Title**	Integrate Dam Performance and Hydromet to SCADA	**Capital Project Description**	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.				

Service:	2.670	Regional Water Supply

Project Number	19-09	**Capital Project Title**	Cabin Pond Dams Decommissioning	**Capital Project Description**	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams have been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.				

Project Number	19-12	**Capital Project Title**	Goldstream Dams Instrumentation Improvements	**Capital Project Description**	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.				

Project Number	19-13	**Capital Project Title**	Dam Safety Instrumentation	**Capital Project Description**	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.				

Project Number	20-19	**Capital Project Title**	Goldstream System High Level Outlet Valve Replacements	**Capital Project Description**	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.				

Service:	2.670	Regional Water Supply

Project Number	21-03	**Capital Project Title**	Deception Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and improvements for the Deception Dam.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipcated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.				

Project Number	21-04	**Capital Project Title**	Saddle Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and improvements for the Saddle Dam.
Project Rationale	Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.				

Project Number	21-21	**Capital Project Title**	Goldstream Dams - 4 Low Level Gate Improvements	**Capital Project Description**	Logistics planning in 2022, installation in 2023
Project Rationale	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.				

Project Number	22-08	**Capital Project Title**	Deception Dam Surveillance Improvements	**Capital Project Description**	Replace and supplement the Dam Safety Instrumentation at Deception Dam.
Project Rationale	The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.				

Project Number	23-07	**Capital Project Title**	Sooke Lake Dam Spillway and Gates Retrofit	**Capital Project Description**	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.
Project Rationale	The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.				

Service:	2.670	Regional Water Supply

Project Number	23-08	**Capital Project Title**	Regional Watershed Dams – Flood Forecasting System	**Capital Project Description**	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.
Project Rationale	The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.				

Project Number	23-09	**Capital Project Title**	Sooke Lake Dam - Dam Safety Review 2023	**Capital Project Description**	Conduct a Dam Safety Review to meet regulatory requirement.
Project Rationale	Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				

Project Number	25-01	**Capital Project Title**	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	**Capital Project Description**	Conduct a Dam Safety Review to meet regulatory requirement.
Project Rationale	The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				

Project Number	25-02	**Capital Project Title**	Probable Maximum Flood and Inflow Design Flood Updates	**Capital Project Description**	Update the previous edition from 2015 (recommended 10 year review cycle).
Project Rationale	The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.				

Service:	2.670	Regional Water Supply

Project Number	20-04	**Capital Project Title**	Sooke Lake HyDy Model Development	**Capital Project Description**	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Project Number	22-06	**Capital Project Title**	Sooke Lake Food Web Study	**Capital Project Description**	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.				

Project Number	23-06	**Capital Project Title**	GVDWS Nitrification Study	**Capital Project Description**	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	24-02	**Capital Project Title**	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	**Capital Project Description**	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Service:	2.670	Regional Water Supply

Project Number	17-27	**Capital Project Title**	Watershed Bridge and Culvert Replacement	**Capital Project Description**	Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.				

Project Number	17-28	**Capital Project Title**	Watershed Security Infrastructure Upgrade and Replacement	**Capital Project Description**	New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.				

Project Number	17-29	**Capital Project Title**	Water Supply Area Equipment Replacement	**Capital Project Description**	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional $50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by $20,000 as water quality equipment will be funded under a separate line item (21-17). **A revised level of funding is requested beginning in 2023 that reflects forecasted needs.**				

Project Number	17-30	**Capital Project Title**	Transmission Main Repairs	**Capital Project Description**	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				

Service:	2.670	Regional Water Supply

Project Number	17-31	**Capital Project Title**	Transmission System Components Replacement	**Capital Project Description**	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				

Project Number	17-33	**Capital Project Title**	Disinfection Equipment Parts Replacement	**Capital Project Description**	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				

Project Number	17-34	**Capital Project Title**	Supply System Computer Model Update	**Capital Project Description**	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				

Project Number	19-16	**Capital Project Title**	Dam Improvements	**Capital Project Description**	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry
Project Rationale	Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.				

Project Number	19-22	**Capital Project Title**	SCADA Repairs & Equipment Replacement	**Capital Project Description**	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.				

Service:	2.670	Regional Water Supply

Project Number	21-15	**Capital Project Title**	Corrosion Protection	**Capital Project Description**	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.				

Project Number	21-16	**Capital Project Title**	Valve Chamber Upgrades	**Capital Project Description**	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				

Project Number	21-17	**Capital Project Title**	Water Quality Equipment Replacement	**Capital Project Description**	Replacement of water quality equipment for the water quality lab and water quality operations
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, $20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				

Project Number	21-18	**Capital Project Title**	LIMS support	**Capital Project Description**	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Project Number	23-20	**Capital Project Title**	**Land Exchange/Acquisition**	**Capital Project Description**	**Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.**
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. From time to time, the RWS System requires acquisition of lands for infrastructure purposes. Funds will be used when needed to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands for the Regional Water Supply Area or System.				

Service:	2.670	Regional Water Supply

Project Number	17-35	**Capital Project Title**	Vehicle & Equipment Replacement (Funding from Replacement Fund)	**Capital Project Description**	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.				

Project Number	20-22	**Capital Project Title**	Vehicle for the Dam Safety Program	**Capital Project Description**	New Transit Van
Project Rationale	An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	20-23	**Capital Project Title**	Vehicle for the CSE Support Program	**Capital Project Description**	New Transit Van
Project Rationale	A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	21-30	**Capital Project Title**	Vehicle for Warehouse Operations	**Capital Project Description**	New pick up
Project Rationale	For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.				

Project Number	22-18	**Capital Project Title**	Electric Vehicle Charging Stations	**Capital Project Description**	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC
Project Rationale	EV Charging Stations Are required at 479 Island Hwy and the Watershed Protection FOC in order to charge the EV's being purchased during 2021, 2022 and future budget periods. The installation costs per charger is reduced when more than one is installed at a time. There are grants available that will cover approx. 50% of all costs.				

Project Number	23-21	**Capital Project Title**	EV Charging Stations Electrical Infrastructure	**Capital Project Description**	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations
Project Rationale	In support of the CRD's Climate Action Strategy to reduce the corporate GHG emissions. The CRD Fleet of vehicles is one of the larger contributors to the generation of GHG's. Integrated Water Services identified 44 of the approx. 100 vehicles that operate out of the 479 Island location for replacement with Electrical Vehicles by 2030. I preparation for providing the proper charging network at 479 an Electric Vehicle Fleet Conversion Study was completed in 2021.The results of the study was to upgrade the electrical infrastructure to accommodate the power needs of 44 charging points. It is proposed that phase 1 is started in 2023 to upgrade the electrical distribution system and provide 17 charging points. The larger portion of the costs will be to upgrade the electrical system. Phase 2 to allow for a further 27 charging points can be planned to accommodate the balance of EV vehicles pending their purchasing and delivery.				

Service:	2.670	Regional Water Supply

Project Number	23-22	**Capital Project Title**	Fuel Truck	**Capital Project Description**	Fuel tender truck
Project Rationale	At present the fueling of stationary emergency generators and equipment is done using a tidy tank. This requires several trips to the gas station. During the period when fuel was difficult to source it became apparent that Corporate Fleet needs to find a solution to the possibility that during an emergency fuel is available. The fuel truck will also be used during a watershed emergency to fuel equipment and vehicles.				

Project Number	23-30	**Capital Project Title**	Fleet Shop Hoist	**Capital Project Description**	Heavy Capacity Hoist for fleet maintenance
Project Rationale	The new larger and heavier vehicles are proving to be a challenge for the two hoists presently used in the Fleet worksho at 479 Island Hwy. Currently our hoists are rated for 18,000 lbs. It is proposed to replace one of the hoists with a 24,000 lbs hoist in the centre bay.				

Project Number	23-31	**Capital Project Title**	Purchase of land	**Capital Project Description**	Purchasing of land near 479 for future office space
Project Rationale	Purchasing of land near 479 for future office space				

Project Number	23-12	**Capital Project Title**	Project Delivery Strategy	**Capital Project Description**	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.
Project Rationale	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan. With over $2 billion in planned spending over the next 30 years, including individual projects up to $1 billion, a strategy is required on how to deliver the projects including project delivery models, assessment of consulting resources, contracting resources and internal staff resources.				

Project Number	23-13	**Capital Project Title**	Filtration Plant Planning & Design	**Capital Project Description**	Conduct a siting, conceptual design and detailed design for a filtration plant
Project Rationale	Identified in the 2022 Master Plan, planning, design and future construction of a Filtration Plant is required. Initial steps will include confirming site requirements, overview of integration with other system components, review of current and future technologies and preliminary engineering studies such as geotechnical once a site is confirmed.				

Project Number	23-14	**Capital Project Title**	Council Creek Crossing Hydrology Review	**Capital Project Description**	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.
Project Rationale	Council Creek runs through currently undersized culverts that need hydraulic assessment as well as hydrological confirmation of what flows they are expected to carry. If these culverts failed in an extreme storm event then supply mains may be affected negatively.				

Service:	2.670	Regional Water Supply

Project Number	23-24	**Capital Project Title**	East-West Connector (Filtration Plant to District of Sooke)	**Capital Project Description**	Planning and Conceptual Design of the East-West Supply Main from the proposed filtration plant to the District of Sooke
Project Rationale	Identified in the 2022 Master Plan, planning and conceptual design of an East- West Supply Main from the proposed filtration plant to the District of Sooke to maintain level of service and to account for growth.				

Project Number	23-25	**Capital Project Title**	Deep Northern Intake and Sooke Lake Pump Station	**Capital Project Description**	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of the Deep Northern Intake and Sooke Lake Pump Station is required to provide water supply and transmission capability from currently inaccessible parts of Sooke Lake into the water supply and treatment systems.				

Project Number	23-26	**Capital Project Title**	Transmission Main - Sooke Lake Pump Station to Head Tank	**Capital Project Description**	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master
Project Rationale	Identified in the 2022 Master Plan, planning and design of a pumpled transmission main from the future Sooke Lake Pump Station to the existing Head Tank.				

Project Number	23-27	**Capital Project Title**	Gravity Main - Sooke Lake to Head Tank	**Capital Project Description**	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022
Project Rationale	Identified in the 2022 Master Plan, planning and design of a gravity transmission main from Sooke Lake to the Head Tank to provide redundant water supply to the system.				

Project Number	23-28	**Capital Project Title**	Goldstream Reservoir Connector	**Capital Project Description**	Planning and Design of the Goldstream Reservoir Connector transmission main
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.				

Project Number	23-15	**Capital Project Title**	Mt Tolmie Reservoir Security	**Capital Project Description**	Conduct public consultation with conceptual designs for site security required at the Mt Tolmie Reservoir
Project Rationale	The Mt. Tolmie Reservoir requires site security upgrades that will impact the public interface. Conceptual designs of the proposed site security and public consultation is required.				

Service: **2.670** **Regional Water Supply**

Project Number	23-16	**Capital Project Title**	Humpback Channel Assessment and Upgrades	**Capital Project Description**	Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.
Project Rationale	Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse. Recommendations from this assessment will inform future capital works to improve the flow path for overflows and additional stormwater entering the flow path and impacting downstream structures.				

Project Number	23-17	**Capital Project Title**	Main No. 4 - Mt Newton to Highway 17	**Capital Project Description**	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it
Project Rationale	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works. Replacement of this pipe is required to improve the seismic resilience of the supply main.				

Project Number	23-18	**Capital Project Title**	Sooke Lake Dam Spillway Channel Improvements	**Capital Project Description**	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.
Project Rationale	The Sooke Lake Dam spillway channel requires upgrading to prevent erosion when the sluice gates are fully open. Concurrently, the seepage weir blockage will be removed.				

Project Number	23-19	**Capital Project Title**	Charters Dam - Implications from Dam Safety Review	**Capital Project Description**	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam
Project Rationale	The Dam Safety Review for Charters Dam was completed in 2022. Funding is required to carry out recommendations from the review.				

Project Number	25-03	**Capital Project Title**	Transmission Main Upgrade Program	**Capital Project Description**	Identify, conceptually design, detail design and construct transmission main upgrades.
Project Rationale	Transmission mains that are nearing end of life due to long service require condition assessments and then design and construction of replacement mains where needed. This will be the start of an ongoing replacement program as transmission mains near end of life.				

Project Number	23-29	**Capital Project Title**	Mt. Tolmie Control Valve Replacement	**Capital Project Description**	Supply and installation of the Mt. Tolmie Reservoir Control Valve
Project Rationale	The Mt. Tolmie Reservoir Control Valve is nearing end of life and is in need of replacement prior to failure.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator*** *.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2023 - 2027 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

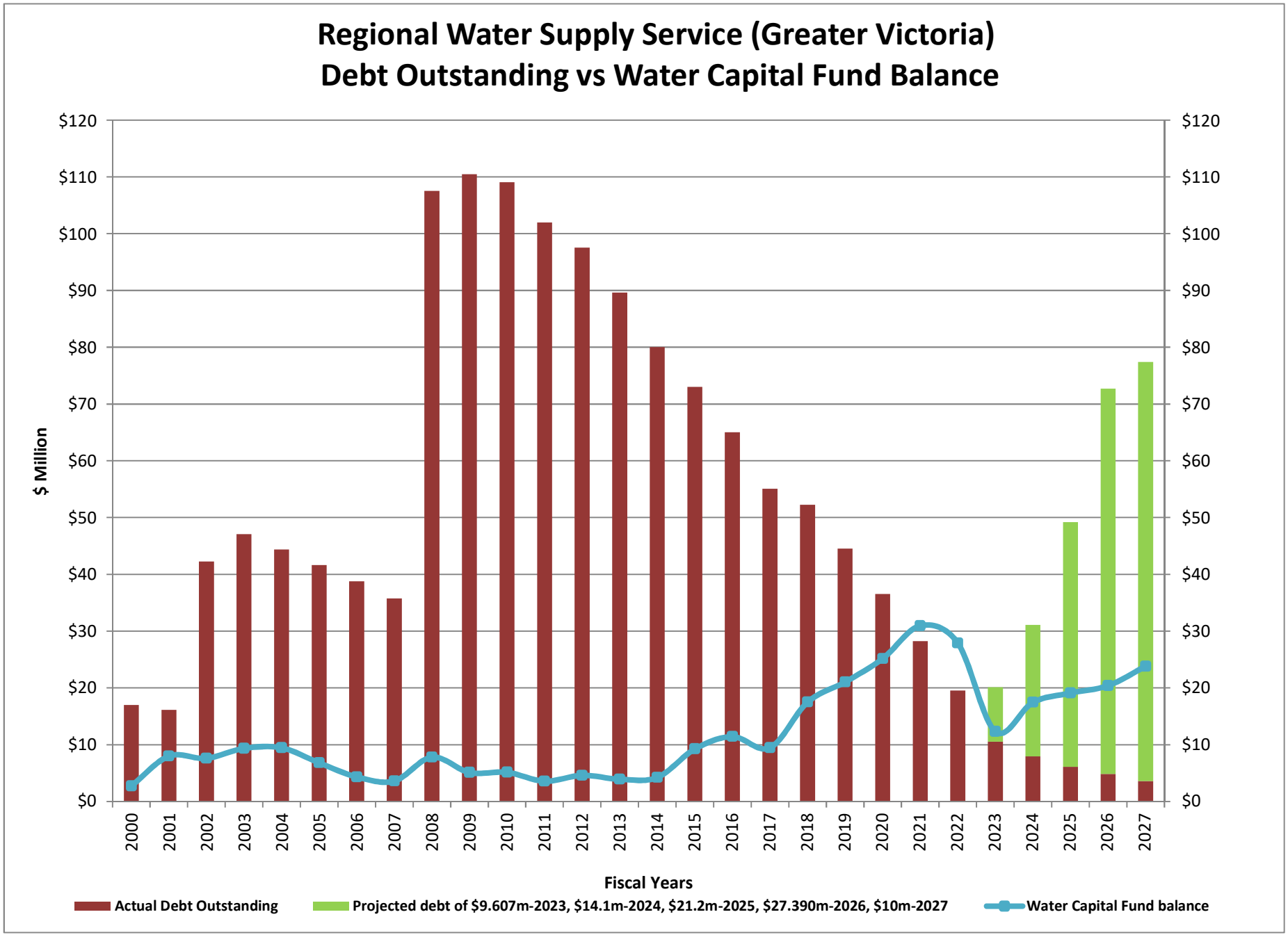
Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	2,730,476	2,762,670	2,310,573	2,091,613	2,119,522	2,063,007
Equipment purchases (Based on Capital Plan)	(320,000)	(995,000)	(843,000)	(630,000)	(775,000)	(855,000)
Transfer of assets intracompany	-					
Transfer from Operating Budget	297,540	393,653	497,590	563,409	602,235	638,415
Proceeds on disposals	38,185	149,250	126,450	94,500	116,250	122,250
Interest Income*	16,469					
Ending Balance $	**2,762,670**	**2,310,573**	**2,091,613**	**2,119,522**	**2,063,007**	**1,974,672**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.


Regional Water Supply Service (Greater Victoria)
Debt Outstanding vs Water Capital Fund Balance
$ Million
$0
$10
$20
$30
$40
$50
$60
$70
$80
$90
$100
$110
$120
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
Fiscal Years
Actual Debt Outstanding
Projected debt of $9.607m-2023, $14.1m-2024, $21.2m-2025, $27.390m-2026, $10m-2027
Water Capital Fund balance

APPENDIX C

REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2021

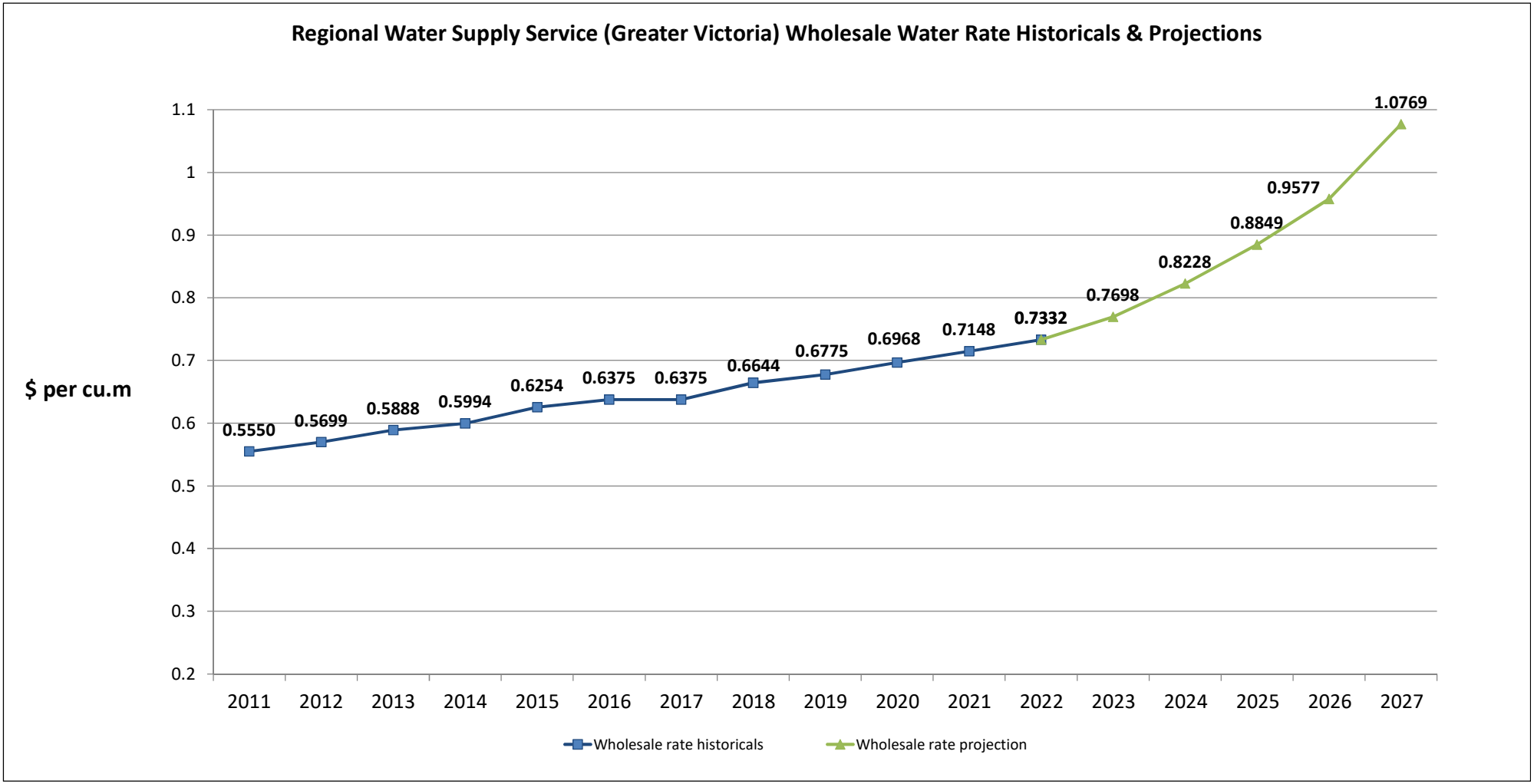
		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost $ (Paid/Accts)	%age of Total Paid out	Rate Differential: Municipal Rate m3 A	Agri Rate m3 B	Muni-CRD Diff m3 A - B
Western Communities & Sooke *															
	2021	84	16	53,773	63,222	640	3,951	$ 245,409	$ -	$ 245,409	$ 2,454	15.0%	$ 2.3081	$ 0.2105	$ 2.0976
	2020	84	15	42,432	51,118	505	3,408	$ 187,605	$ -	$ 187,605	$ 1,895	11.9%	$ 2.2159	$ 0.2105	$ 2.0054
	2019	86	14	36,598	50,277	426	3,591	$ 165,297	$ -	$ 165,297	$ 1,653	11.1%	$ 2.1132	$ 0.2105	$ 1.9027
	2018	95	18	40,657	19,669	428	1,093	$ 112,411	$ -	$ 112,411	$ 995	7.9%	$ 2.0739	$ 0.2105	$ 1.8634
	2017	81	11	33,458	11,628	413	1,057	$ 76,754	$ -	$ 76,754	$ 834	5.6%	$ 1.9129	$ 0.2105	$ 1.7024
	2016	80	11	41,248	8,652	516	787	$ 84,950	$ -	$ 84,950	$ 934	5.9%	$ 1.9129	$ 0.2105	$ 1.7024
	2015	79	11	33,537	7,078	425	643	$ 64,968	$ -	$ 64,968	$ 722	5.1%	$ 1.8101	$ 0.2105	$ 1.5996
	2014	79	11	29,419	9,074	372	825	$ 60,769	$ -	$ 60,769	$ 675	5.6%	$ 1.7892	$ 0.2105	$ 1.5787
	2013	80	11	25,532	5,578	319	507	$ 46,438	$ -	$ 46,438	$ 510	4.7%	$ 1.7032	$ 0.2105	$ 1.4927
	2012	79	13	23,617	5,932	299	456	$ 40,828	$ -	$ 40,828	$ 444	4.3%	$ 1.5922	$ 0.2105	$ 1.3817
	2011	75	11	27,910	4,893	372	445	$ 43,641	$ -	$ 43,641	$ 507	5.2%	$ 1.5409	$ 0.2126	$ 1.3283
Central Saanich															
	2021	277	50	333,385	235,654	1,204	4,713	$ 844,767	$ 4,653	$ 849,420	$ 2,598	51.9%	$ 1.8600	$ 0.2105	$ 1.6495
	2020	278	49	375,646	233,214	1,351	4,759	$ 873,579	$ 6,768	$ 880,347	$ 2,692	56.0%	$ 1.8047	$ 0.2105	$ 1.5942
	2019	276	47	421,804	210,499	1,528	4,479	$ 862,430	$ 2,162	$ 864,592	$ 2,677	58.0%	$ 1.7260	$ 0.2105	$ 1.5155
	2018	278	49	378,593	297,433	1,362	6,070	$ 866,699	$ 7,003	$ 873,702	$ 2,672	61.3%	$ 1.6350	$ 0.2105	$ 1.4245
	2017	296	49	398,087	298,522	1,345	6,092	$ 792,125	$ 7,003	$ 799,128	$ 2,316	58.7%	$ 1.5575	$ 0.2105	$ 1.3470
	2016	297	51	446,241	303,419	1,502	5,949	$ 879,396	$ 7,191	$ 886,587	$ 2,548	61.1%	$ 1.5139	$ 0.2105	$ 1.3034
	2015	294	51	412,060	246,292	1,402	4,829	$ 739,282	$ 7,144	$ 746,426	$ 2,164	58.4%	$ 1.4582	$ 0.2105	$ 1.2477
	2014	294	49	361,801	190,895	1,231	3,896	$ 596,515	$ 6,808	$ 603,323	$ 1,759	55.7%	$ 1.4033	$ 0.2105	$ 1.1928
	2013	296	45	321,518	194,848	1,086	4,330	$ 542,837	$ 4,186	$ 547,023	$ 1,604	55.7%	$ 1.3799	$ 0.2105	$ 1.0525
	2012	280	41	325,663	210,906	1,163	5,144	$ 518,454	$ 5,658	$ 524,112	$ 1,633	55.6%	$ 1.2841	$ 0.2105	$ 0.9662
	2011	210	38	312,702	169,206	1,489	4,453	$ 462,183	$ 5,244	$ 467,427	$ 1,885	56.1%	$ 1.2867	$ 0.2126	$ 0.9667
North Saanich **															
	2021	102	17	48,583	101,688	476	5,982	$ 210,379	$ -	$ 210,379	$ 1,768	12.9%	$ 1.6105	$ 0.2105	$ 1.4000
	2020	102	16	57,433	108,453	563	6,778	$ 223,532	$ -	$ 223,532	$ 1,894	14.2%	$ 1.5580	$ 0.2105	$ 1.3475
	2019	94	15	58,278	95,030	620	6,335	$ 201,370	$ -	$ 201,370	$ 1,847	13.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2018	100	16	97,574	70,666	976	4,417	$ 220,982	$ -	$ 220,982	$ 1,905	15.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2017	100	13	151,773	53,551	1,518	4,119	$ 245,456	$ -	$ 245,456	$ 2,172	18.0%	$ 1.4643	$ 0.2105	$ 1.2538
	2016	100	12	148,450	36,774	1,485	3,065	$ 230,697	$ -	$ 230,697	$ 2,060	15.9%	$ 1.4560	$ 0.2105	$ 1.2455
	2015	106	14	151,656	38,066	1,431	2,719	$ 230,948	$ -	$ 230,948	$ 1,925	18.1%	$ 1.4278	$ 0.2105	$ 1.2173
	2014	98	14	133,853	30,372	1,366	2,169	$ 194,919	$ -	$ 194,919	$ 1,740	18.0%	$ 1.3974	$ 0.2105	$ 1.1869
	2013	102	13	141,845	30,647	1,391	2,357	$ 200,004	$ -	$ 200,004	$ 1,739	20.4%	$ 1.3700	$ 0.2105	$ 1.1595
	2012	99	13	117,497	45,227	1,187	3,479	$ 188,679	$ -	$ 188,679	$ 1,685	20.0%	$ 1.3700	$ 0.2105	$ 1.1595
	2011	101	13	106,393	34,921	1,053	2,686	$ 163,558	$ -	$ 163,558	$ 1,435	19.6%	$ 1.3700	$ 0.2126	$ 1.1574
Saanich															
	2021	74	55	49,933	158,309	675	2,878	$ 318,923	$ 11,050	$ 329,973	$ 2,558	20.2%	$ 1.7420	$ 0.2105	$ 1.5315
	2020	68	53	40,416	144,443	594	2,725	$ 268,877	$ 10,867	$ 279,745	$ 2,312	17.8%	$ 1.6650	$ 0.2105	$ 1.4545
	2019	68	51	37,086	140,512	545	2,755	$ 249,436	$ 10,278	$ 259,714	$ 2,182	17.4%	$ 1.6150	$ 0.2105	$ 1.4045
	2018	70	49	37,503	111,896	536	2,284	$ 208,786	$ 9,996	$ 218,782	$ 1,839	15.3%	$ 1.5910	$ 0.2105	$ 1.3805
	2017	80	50	38,201	132,092	478	2,642	$ 229,604	$ 9,719	$ 239,324	$ 1,841	17.6%	$ 1.5600	$ 0.2105	$ 1.3495
	2016	71	53	36,409	139,764	513	2,637	$ 237,745	$ 10,056	$ 247,802	$ 1,998	17.1%	$ 1.5600	$ 0.2105	$ 1.3495
	2015	75	51	74,841	129,225	998	2,534	$ 226,276	$ 9,727	$ 236,003	$ 1,873	18.5%	$ 1.5420	$ 0.2105	$ 1.3315
	2014	72	53	46,230	177,633	642	3,352	$ 213,981	$ 9,883	$ 223,863	$ 1,791	20.7%	$ 1.4560	$ 0.2105	$ 1.2455
	2013	65	50	35,745	122,456	550	2,449	$ 179,004	$ 9,655	$ 188,659	$ 1,641	19.2%	$ 1.3420	$ 0.2105	$ 1.1315
	2012	68	47	38,212	138,455	562	2,946	$ 180,466	$ 9,235	$ 189,701	$ 1,650	20.1%	$ 1.2320	$ 0.2105	$ 1.0215
	2011	71	46	101,235	121,896	1,426	2,650	$ 149,584	$ 9,118	$ 158,703	$ 1,356	19.0%	$ 1.1530	$ 0.2126	$ 0.9404
Totals															
	2021	537	138	485,674	558,873	904	4,050	$ 1,619,477	$ 15,703	$ 1,635,181	$ 2,422	100%			
	2020	532	133	515,927	537,228	970	4,039	$ 1,553,594	$ 17,635	$ 1,571,229	$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	$ 1,478,533	$ 12,440	$ 1,490,973	$ 2,290	100%			
	2018	543	132	554,327	499,664	1,021	3,785	$ 1,408,879	$ 16,999	$ 1,425,878	$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	$ 1,343,940	$ 16,722	$ 1,360,663	$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	$ 1,432,788	$ 17,247	$ 1,450,036	$ 2,148	100%			
	2015	554	127	672,094	420,661	1,213	3,312	$ 1,261,474	$ 16,871	$ 1,278,344	$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	$ 1,066,184	$ 16,691	$ 1,082,874	$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	$ 968,283	$ 13,841	$ 982,124	$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	$ 928,426	$ 14,893	$ 943,320	$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	$ 818,967	$ 14,362	$ 833,329	$ 1,475	100%			

* **Western Communities do not charge a fixed charge**

** **North Saanich charges the fixed charge on property taxes**

*** **AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.**
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

APPENDIX D


Regional Water Supply Service (Greater Victoria) Wholesale Water Rate Historicals & Projections
$ per cu.m
1.1
1
0.9
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.5550
0.5699
0.5888
0.5994
0.6254
0.6375
0.6375
0.6644
0.6775
0.6968
0.7148
0.7332
0.7698
0.8228
0.8849
0.9577
1.0769
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
Wholesale rate historicals
Wholesale rate projection

Making a difference...together

SPWWC 22-02

REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION
MEETING OF THURSDAY, SEPTEMBER 22, 2022

SUBJECT **Saanich Peninsula Wastewater Service 2023 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2023 Saanich Peninsula Wastewater Service operating and capital budget, highlighting the changes from the 2022 budget and the proposed 2023 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2023 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's (the Commission) consideration. Although the Capital Regional District (CRD) Board received the 2023 provisional budget on September 21, 2022, the Commission will make budget recommendations to the CRD Board for final budget approval in March 2023. As in previous years, the draft 2023 budget has been prepared considering the CRD Board's 2023 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2022 Year-end Financial Projections

The estimated actual 2022 overall expense for trunk sewer and treatment plant operations is projected to be $506,289 under budget primarily due to lower biosolids management expenditures resulting from Hartland Residuals Treatment Facility commissioning activities and operational challenges with transport and biosolids receiving at the Lafarge facility on the lower mainland. This operating expense variance is offset by a shortfall in anticipated revenue from Panorama Recreation Center (PRC) due to equipment downtime resulting from storm damage in late 2021. The District Energy System (DES) is projected to generate about $46,500 in revenue from the sale of energy to the PRC for the year. This revenue is $34,310 below the budgeted revenue of $80,810. The net impact of these expense and revenue differences is $451,979 and as such, the 2022 capital reserve fund transfer is projected to increase to $569,999 to balance the year-end budget.

Operating Budget

A net decrease in the 2023 operating expenses in the amount of $98,580 is planned for trunk sewer and treatment plant operations which includes $30,000 in cyclical maintenance expenses to undertake an outfall inspection and odour control system media replacement; the cyclical maintenance expenses are funded from a transfer from the Maintenance Reserve Fund. The balance of the results from non-discretionary expense adjustments such as wage/salary increases, departmental support service allocations, and adjustments to other operating expenses such as equipment repairs, electricity costs and chemical costs.

The 2023 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets have also been prepared, and include the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget, the Saanich Peninsula Stormwater Source Control budget, and the Peninsula Harbour Environmental Action budget. The budgets are reflecting a 3% requisition increase, except for the LWMP program budget which has removal of one-time Inflow and Infiltration study costs of $65,000. The marine monitoring program costs are included in the overall conveyance and treatment operating budget.

The planned transfer to the maintenance reserve fund in 2023 is $50,640. At year-end 2022, the maintenance reserve fund balance is estimated to be $415,354, which is available to fund significant maintenance tasks that do not occur annually, such as odour control system carbon replacement, outfall inspections, and DES heat exchanger cleaning.

Operating Revenue

Although the operating expenses are almost entirely funded through requisition based on each participant's percentage of total wastewater input, the DES system is budgeted to generate $61,200 in revenue in 2023 from the sale of energy to the PRC. This level of revenue is determined by annual energy rate adjustments based on prior year natural gas market rates and projected energy consumption. The rate used to determine the 2023 revenue is based on the 2022 natural gas rate and anticipated reduced demand.

2023 cost sharing percentages based on prior year flows will be finalized in October and are not expected to change significantly from the 2022 cost sharing figures. The overall requisition for Saanich Peninsula trunk sewers, treatment and disposal for 2023 has been set at $4,412,900 which is a 1.81% increase over 2022.

Capital Budget

The planned capital expenditures for 2023 total $2,770,000 and are funded from reserves. This includes $1,370,000 in projects initiated in 2022 or prior, most of which are instream, multi-year projects. The 2023 capital program consists of instream projects and new projects related to replacement of equipment that is at the end of the service life and projects required to address operational issues. The major projects included in the 2023 budget are relining segments of the asbestos cement trunk sewer main and manhole replacements beginning with the Sidney Trunk Main, and, at the wastewater treatment plant, concrete tank repairs and replacement of the odour control system biofilter.

The planned transfer to the capital reserve fund in 2023 is $367,930. At year-end 2022, the capital reserve fund balance is estimated to be $680,358, which is available to fund major capital projects. The planned transfer to the equipment replacement fund in 2023 is $118,020. At year-end 2022, the equipment replacement fund balance is estimated to be $1,007,222 which is available to fund minor capital and operating machinery and equipment replacements.

The value of the five-year (2023 to 2027) capital plan is $9,315,000. With the current capital reserve and equipment replacement fund balances, planned contributions, transfers, and expenditures, there is insufficient funding available for the five-year capital plan. Although there are projected funds remaining in the capital reserve after the application of the five-year plan, there is a limited balance available for unplanned expenditures. Therefore, the budget assumes

capital financing will be required beginning in 2024. A loan authorization process is anticipated in 2023, for a loan in the amount of approximately $10 million to fund the 2024 to 2028 capital plan. There is currently no debt associated with the Saanich Peninsula Wastewater Service.

The Development Cost Charges (DCC) program represents $75,000 of the capital plan which reflects the projects included in the 2024 DCC program update. At year-end in 2022 the DCC reserve fund balance is estimated to be $253,488.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Wastewater Commission recommends that the Capital Regional District Board:

1. Approve the 2023 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2023 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund.

Alternative 2
The Saanich Peninsula Wastewater Commission recommends that the Capital Regional District Board:

1. Approve as amended, the 2023 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2023 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. ‘One-time’ reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

This 2023 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board for final budget approval in March 2023. The 2023 budget reflects the operating costs of the Saanich Peninsula Wastewater Treatment Plant and the conveyance system, as well as the environmental program and capital costs. The financial implications of the 2023 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

RECOMMENDATION

The Saanich Peninsula Wastewater Commission recommends that the Capital Regional District Board:

1. Approve the 2023 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2023 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund.

Submitted by:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Larisa Hutcheson, PEng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT

Appendix A: 2023 Saanich Peninsula Wastewater Service Budget

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula Wastewater

Commission Review

SEPTEMBER 2022

Service: 3.718 Saanich Peninsula Wastewater **Commission:** Saanich Peninsula Wastewater

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of $5,663,000 or $1.56 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

Location	Allocation for 2022
Airport	1.92%
Sidney	39.04%
Pauquachin	0.86%
Central Saanich	42.23%
North Saanich	15.39%
Tseycum	0.44%
IOS	0.11%
Total	100.0%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - Saanich Peninsula Wastewater	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Operating	2,728,416	2,681,355	2,647,580	-	-	2,647,580	2,850,885	2,745,334	2,915,925	2,867,751
Labour Charges	189,264	189,264	178,305	-	-	178,305	181,867	185,493	189,186	192,957
Heat Recovery	113,742	103,540	117,080	-	-	117,080	119,410	121,790	124,200	126,690
Biosolids Mgmt.	1,035,026	586,000	1,020,070	-	-	1,020,070	1,022,470	1,024,922	1,027,416	1,029,962
Allocation - Standard Overhead	78,057	78,057	82,890	-	-	82,890	84,548	86,239	87,964	89,723
TOTAL OPERATING COSTS	**4,144,505**	**3,638,216**	**4,045,925**	**-**	**-**	**4,045,925**	**4,259,180**	**4,163,778**	**4,344,691**	**4,307,083**
*Percentage Increase over prior year		-12.22%	-2.38%	0.00%	0.00%	-2.38%	5.27%	-2.24%	4.34%	-0.87%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	50,640	50,640	50,640	-	-	50,640	51,650	52,680	53,740	54,810
Transfer to Equipment Replacement Fund	118,020	569,999	118,020	-	-	118,020	120,390	122,800	125,260	127,760
Transfer to Capital Reserve Fund	367,930	367,930	367,930	-	-	367,930	375,290	355,460	336,170	386,890
Debt Reserve Fund	-	-	-	-	-	-	14,500	17,500	2,500	12,500
MFA Principal Payment	-	-	-	-	-	-	-	58,206	128,455	138,490
MFA Interest Payment	-	-	-	-	-	-	47,850	83,050	143,550	165,550
TOTAL CAPITAL / RESERVES	**536,590**	**988,569**	**536,590**	**-**	**-**	**536,590**	**609,680**	**689,696**	**789,675**	**886,000**
TOTAL COSTS	4,681,095	4,626,785	4,582,515	-	-	4,582,515	4,868,860	4,853,474	5,134,366	5,193,083
*Percentage Increase over prior year		-1.16%	-2.11%	0.00%	0.00%	-2.11%	6.25%	-0.32%	5.79%	1.14%
Internal Recovery - Other	(156,380)	(122,070)	(134,320)	-	-	(134,320)	(137,000)	(139,740)	(142,540)	(145,380)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,524,715	4,504,715	4,448,195	-	-	4,448,195	4,731,860	4,713,734	4,991,826	5,047,703
*Percentage Increase over prior year		-0.44%	-1.69%	0.00%	0.00%	-1.69%	6.38%	-0.38%	5.90%	1.12%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(5,295)	(5,295)	(5,295)	-	-	(5,295)	(5,295)	(5,295)	(5,295)	(5,295)
Transfer from Own Funds	(185,000)	(165,000)	(30,000)	-	-	(30,000)	(180,000)	(20,000)	(135,000)	(30,000)
TOTAL REVENUE	**(190,295)**	**(170,295)**	**(35,295)**	**-**	**-**	**(35,295)**	**(185,295)**	**(25,295)**	**(140,295)**	**(35,295)**
REQUISITION	**(4,334,420)**	**(4,334,420)**	**(4,412,900)**	**-**	**-**	**(4,412,900)**	**(4,546,565)**	**(4,688,439)**	**(4,851,531)**	**(5,012,408)**
*Percentage increase over prior year		0.00%	1.81%	0.00%	0.00%	1.81%	3.03%	3.12%	3.48%	3.32%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.718 Saanich Peninsula Wastewater	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$50,000	$200,000	$1,120,000	$1,100,000	$350,000	$250,000	$3,020,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$1,320,000	$2,570,000	$1,225,000	$900,000	$150,000	$1,450,000	$6,295,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,370,000	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$1,450,000	$1,750,000	$250,000	$1,250,000	$4,700,000
Equipment Replacement Fund		$130,000	$430,000	$170,000	$150,000	$150,000	$150,000	$1,050,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$1,240,000	$2,340,000	$725,000	$100,000	$100,000	$300,000	$3,565,000
		$1,370,000	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numerical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and/or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **3.718**
Service Name: **Saanich Peninsula Wastewater**

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
WASTEWATER TREATMENT PLANT													
20-02	Renewal	Replace Aerators in Oxidation Ditches	The WWTP was getting low dissolved oxygen during low flow, high load periods. As assessment of the aerators is required with recommendations on process improvements or aerator replacement.	$200,000	E	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-05	Renewal	SPWWTP HVAC Fan Assessments	The HVAC fans in the MCC room, washrooms, and pump room were identified as requiring replacement. Facilities Management will the fans and upgrade/replace if required.	$200,000	S	Res	$40,000	$140,000	$0	$0	$0	$0	$140,000
23-03	**Renewal**	**Odour Control Upgrade Construction**	**Upon completion of the KWL assessment and proposed design in 2021, odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.**	**$1,500,000**	**S**	**Res**	**$0**	**$1,000,000**	**$500,000**	**$0**	**$0**	**$0**	**$1,500,000**
23-04	**Replacement**	**Replace SCADA Servers and Ethernet Upgrades**	**Existing servers are EOL and need to be replaced to meet current CRD specifications and standards**	**$250,000**	**S**	**ERF**	**$130,000**	**$130,000**	$0	$0	$0	$0	**$130,000**
24-01	**Renewal**	**Sludge Tanks and Process Sump Cleaning and Repairs**	**Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.**	**$500,000**	**S**	**Debt**	$0	$0	$0	**$500,000**	$0	$0	**$500,000**
27-01	**Renewal**	**SPWWTP Road Upgrades**	**Construct drainage and pavement replacement on the SPWWTP access road.**	**$300,000**	S	**Res**	$0	$0	$0	$0	$0	**$300,000**	$300,000
28-01	**Study**	**Bazan Bay Outfall Inspection**	**Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.**	**$250,000**	S	**Res**	$0	$0	$0	$0	$0	$0	$0
24-02	**Replacement**	**Standby Power Assessment and Replacement**	**Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.**	**$950,000**	**E**	**Debt**	$0	$0	**$200,000**	**$750,000**	$0	$0	$950,000
24-03	**Replacement**	**SCADA Equipment Replacement**	**Project to review and address the maturation of SCADA hardware throughout the service areas.**	**$1,000,000**	E	**Debt**	$0	$0	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**
24-04	**Replacement**	**SPWWTP PLC Replacement**	**PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.**	**$500,000**	E	**Debt**	$0	$0	**$500,000**	**$0**	**$0**	**$0**	**$500,000**
PUMP STATIONS													
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$250,000	S	Debt	$0	$0	$250,000	$0	$0	$0	$250,000
GENERAL													

Service #: 3.718

Service Name: Saanich Peninsula Wastewater

SECTION 1: PROJECT DESCRIPTION AND BUDGET													
Project Number	**Capital Expenditure Type**	**Capital Project Title**	**Capital Project Description**	**Total Project Budget**	**Asset Class**	**Funding Source**	**Carryforward from 2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**5 - Year Total**
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades are being completed at a number of facilities and the detailed design will be completed at SPWWTP.	$575,000	S	Res	$150,000	$150,000	$0	$0	$0	$0	$150,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	$85,000	E	ERF	$0	**$50,000**	**$0**	$0	$0	$0	$50,000
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	$750,000	S	ERF	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	**$350,000**	E	Res	$0	$0	$150,000	**$100,000**	**$100,000**	$0	$350,000
23-02	**Renewal**	**Electrical & Control Upgrades**	**Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.**	**$120,000**	E	**ERF**	$0	**$100,000**	**$20,000**	$0	$0	$0	$120,000
GRAVITY SEWERS & MANHOLES													
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 800m may need to be relined within the next 5 years.	$1,100,000	S	Res	$1,000,000	$1,000,000	$0	$0	$0	$0	$1,000,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.	$500,000	S	Debt	$0	$0	$250,000	$250,000	$0	$0	$500,000
27-02	**Renewal**	**Trunk Sewer Relining - Ph2**	**Based upon CCTV inspection, about another 800m of 500mm dia asbestos cement sewer should be lined in 2027.**	**$1,000,000**	**S**	**Debt**	$0	$0	$0	$0	$0	**$1,000,000**	$1,000,000
PRESSURE PIPES & APPERTUNANCES													
DEVELOPMENT COST CHARGE (DCC) PROJECTS													
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	**$75,000**	S	Res	$0	$0	**$75,000**	$0	$0	$0	$75,000
			GRAND TOTAL	**$10,455,000**			**$1,370,000**	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	20-02	**Capital Project Title**	Replace Aerators in Oxidation Ditches	**Capital Project Description**	The WWTP was getting low dissolved oxygen during low flow, high load periods. As assessment of the aerators is required with recommendations on process improvements or aerator replacement.
Project Rationale	The current aerators appear to be underperforming and need to be assessed to improve performance to maintain proper dissolved oxygen or to confirm if new aerators are required.				

Project Number	21-05	**Capital Project Title**	SPWWTP HVAC Fan Assessments	**Capital Project Description**	The HVAC fans in the MCC room, washrooms, and pump room were identified as requiring replacement. Facilities Management will the fans and upgrade/replace if required.
Project Rationale	The HVAC Fan's were identified in Stantec's condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.				

Project Number	23-03	**Capital Project Title**	Odour Control Upgrade Construction	**Capital Project Description**	Upon completion of the KWL assessment and proposed design in 2021, odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health
Project Rationale	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.				

Project Number	23-04	**Capital Project Title**	Replace SCADA Servers and Ethernet Upgrades	**Capital Project Description**	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards
Project Rationale	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	24-01	**Capital Project Title**	Sludge Tanks and Process Sump Cleaning and Repairs	**Capital Project Description**	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the
Project Rationale	Primary Clarifier No. 1 and the oxidation tanks have had detailed structural assessments, funds are required to conduct a detailed assessment of primary clarifier No. 2 and the sludge tanks to determine whether concrete repairs are required similar to the oxidation tanks and primary clarifier No. 1.				

Project Number	27-01	**Capital Project Title**	SPWWTP Road Upgrades	**Capital Project Description**	Construct drainage and pavement replacement on the SPWWTP access road.
Project Rationale	The access road to the SPWWTP will be 27 years old and is showing localized pavement failure. Additionally, the road drainage system requires some rehabilitation to maintain its function. Funds are required to design the drainage improvements and pavement repairs, and carry out the improvements.				

Project Number	28-01	**Capital Project Title**	Bazan Bay Outfall Inspection	**Capital Project Description**	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.
Project Rationale	The Bazan Bay outfall was electromagnetically inspected in 2018 after past dive inspections found holes in the outfall. The electromagnetic inspection found that the outfall was generally in good shape. A follow up electromagnetic inspection is required to ensure that the cathodic protection system is functioning as designed to protect the outfall pipe.				

Project Number	24-02	**Capital Project Title**	Standby Power Assessment and Replacement	**Capital Project Description**	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole
Project Rationale	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	24-03	**Capital Project Title**	SCADA Equipment Replacement	**Capital Project Description**	Project to review and address the maturation of SCADA hardware throughout the service areas.
Project Rationale	Project to review and address the maturation of SCADA hardware throughout the service areas.				

Project Number	24-04	**Capital Project Title**	SPWWTP PLC Replacement	**Capital Project Description**	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.
Project Rationale	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.				

Project Number	21-02	**Capital Project Title**	Sidney Pump Station Wet Well Upgrades	**Capital Project Description**	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.				

Project Number	19-06	**Capital Project Title**	Odour Control Upgrades	**Capital Project Description**	Based upon the 2018 KWL Odour Control Program study, upgrades are being completed at a number of facilities and the detailed design will be completed at SPWWTP.
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design ; SPWWTP Odour Control Improvements Construction .				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	21-04	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.				

Project Number	18-10	**Capital Project Title**	Equipment Replacement - Annual Provisional	**Capital Project Description**	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	23-02	**Capital Project Title**	Electrical & Control Upgrades	**Capital Project Description**	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for
Project Rationale	The Sidney PS PLC and RTU have been discontinued by the manufacturer, leaving no support if they fail. Additionally, the Sidney PS, Keating PS and SPWWTP have control systems on outdated control software no longer supported by current hardware and operating systems. Funds are required to replace the Sidney PS PLC and RTU and update the programming of the control software to a supported hardware and operating system.				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	20-03	**Capital Project Title**	Trunk Sewer Relining	**Capital Project Description**	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 800m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting at the most northern section of the Sidney Trunk main.				

Project Number	20-04	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.
Project Rationale	During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.				

Project Number	27-02	**Capital Project Title**	Trunk Sewer Relining - Ph2	**Capital Project Description**	Based upon CCTV inspection, about another 800m of 500mm dia asbestos cement sewer should be lined in 2027.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left.				

Project Number	23-01	**Capital Project Title**	DCC Program - 5-year Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	This item is for a planned review and update of the DCC Program.				

Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Sewer Capital Reserve Funds	933,846	371,776	192,066	617,526	1,023,696	1,280,586
Equipment Replacement Fund	1,007,222	695,242	645,632	618,432	593,692	571,452
Maintenance Reserve Fund	415,354	435,994	307,644	340,324	259,064	283,874
Total	**2,356,422**	**1,503,012**	**1,145,342**	**1,576,282**	**1,876,452**	**2,135,912**

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 101356	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	278,488	253,488	123,488	18,488	38,488	58,488
Planned Capital Expenditure (Based on Capital Plan)	-	-	(75,000)	-	-	-
Transfer OUT - To Capital Reserve	(200,000)	(300,000)	(200,000)	(150,000)	(150,000)	(150,000)
Transfer IN - DCC Funding	170,000	170,000	170,000	170,000	170,000	170,000
Interest Income	5,000	-	-	-	-	-
Ending Balance $	**253,488**	**123,488**	**18,488**	**38,488**	**58,488**	**78,488**

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 102022	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	1,534,428	680,358	248,288	173,578	579,038	965,208
Planned Capital Expenditure	(1,450,000)	(1,100,000)	(650,000)	(100,000)	(100,000)	(300,000)
Transfer from Ops Budget	367,930	367,930	375,290	355,460	336,170	386,890
Planned transfer from DCC Funds	200,000	300,000	200,000	150,000	150,000	150,000
Funding return	-					
Interest Income*	28,000	-	-	-	-	-
Ending Balance $	**680,358**	**248,288**	**173,578**	**579,038**	**965,208**	**1,202,098**

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps… There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP
Fund: 1022
Fund Center: 101700

	Estimated	Budget				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	646,793	1,007,222	695,242	645,632	618,432	593,692
Planned Purchase (Based on Capital Plan)	(213,570)	(430,000)	(170,000)	(150,000)	(150,000)	(150,000)
Transfer IN (from Ops Budget)	569,999	118,020	120,390	122,800	125,260	127,760
Interest Income*	4,000					
Ending Balance $	**1,007,222**	**695,242**	**645,632**	**618,432**	**593,692**	**571,452**

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105204	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	517,714	415,354	435,994	307,644	340,324	259,064
Planned Purchase	(165,000)	(30,000)	(180,000)	(20,000)	(135,000)	(30,000)
Transfer from Ops Budget	50,640	50,640	51,650	52,680	53,740	54,810
Interest Income*	12,000	-	-	-	-	-
Ending Balance $	**415,354**	**435,994**	**307,644**	**340,324**	**259,064**	**283,874**

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

L.W.M.P. (Peninsula)

Commission Review

SEPTEMBER 2022

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of $5,663,000 or $1.56 / $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Parks & Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

APPENDIX A

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

	Operating
Central Saanich	43.69%
North Saanich (*see note below)	15.92%
Sidney	40.39%
Total	**100.00%**

Note:

* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

APPENDIX A

3.720 - LWMP (PENINSULA)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	99,766	84,981	36,262	-	-	36,262	36,992	37,730	38,481	39,246
TOTAL OPERATING COSTS	**99,766**	**84,981**	**36,262**	**-**	**-**	**36,262**	36,992	37,730	38,481	39,246
*Percentage Increase over prior year		-14.8%	-63.7%	0.0%	0.0%	-63.7%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	20,141	34,926	18,645	-	-	18,645	18,993	19,356	19,727	20,106
TOTAL CAPITAL / RESERVES	20,141	34,926	18,645	-	-	18,645	18,993	19,356	19,727	20,106
TOTAL COSTS	119,907	119,907	54,907	-	-	54,907	55,985	57,086	58,208	59,352
*Percentage Increase over prior year		0.0%	-54.2%	0.0%	0.0%	-54.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
REQUISITION	**(118,927)**	**(118,927)**	**(53,927)**	**-**	**-**	**(53,927)**	**(55,005)**	**(56,106)**	**(57,228)**	**(58,372)**
*Percentage Increase over prior year		0.0%	-54.7%	0.0%	0.0%	-54.7%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105527	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	54,632	90,258	108,903	127,896	147,252	166,979
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	34,926	18,645	18,993	19,356	19,727	20,106
Interest Income*	700	-	-	-	-	-
Total projected year end balance	**90,258**	**108,903**	**127,896**	**147,252**	**166,979**	**187,085**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula - Stormwater Quality Management

Commission Review

SEPTEMBER 2022

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of $106,017 or $0.0103/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one-sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one-sixth in proportion to the length of shoreline in each of the participating areas, and one-half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

APPENDIX A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

	Stormwater
Central Saanich	27.69%
North Saanich	35.84%
Sidney	27.38%
Tsawout Band	2.26%
Tsartlip Band	2.59%
Pauquachin Band	2.47%
Tseycum Band	1.77%
Total	**100.00%**

Note:

* Service established effective 2010; previously provided by agreement

APPENDIX A

1.537 Saanich Peninsula - Stormwater Quality Mgmt	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	80,701	79,785	81,256	-	-	81,256	82,882	84,537	86,226	87,963
Contract For Services	22,106	22,106	20,273	-	-	20,273	20,597	20,928	21,264	21,600
Consultant Expenses	15,300	16,217	20,000	-	-	20,000	20,400	20,810	21,230	21,650
TOTAL OPERATING COSTS	**118,107**	**118,108**	**121,529**	**-**	**-**	**121,529**	123,879	126,275	128,720	131,213
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	118,107	118,108	121,529	-	-	121,529	123,879	126,275	128,720	131,213
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	1.9%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(4,051)	(4,051)	(4,051)	-	-	(4,051)	(4,051)	(4,051)	(4,051)	(4,051)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,051)	(4,051)	(4,051)	-	-	(4,051)	(4,051)	(4,051)	(4,051)	(4,051)
REQUISITION	**(114,056)**	**(114,057)**	**(117,478)**	**-**	**-**	**(117,478)**	**(119,828)**	**(122,224)**	**(124,669)**	**(127,162)**
*Percentage Increase over prior year	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105520	2022	2023	2024	2025	2026	2027
Projected year end balance						
Beginning Balance	25,101	25,301	25,301	25,301	25,301	25,301
Planned Purchase		-	-	-	-	-
Transfer from/to Ops Budget	-	-	-	-	-	-
Interest Income*	200	-	-	-	-	-
Total projected year end balance	**25,301**	**25,301**	**25,301**	**25,301**	**25,301**	**25,301**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula - Source Control Stormwater

Commission Review

SEPTEMBER 2022

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of $51,715 or $0.005/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

APPENDIX A

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

	2022
Central Saanich	42.77%
North Saanich	28.87%
Sidney	28.36%
Total	**100.00%**

Note:
Bylaw No. 3906 (adopted August, 2013).

APPENDIX A

1.538 San Pen - Source Control Stormwater	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	50,724	50,738	52,720	-	-	52,720	52,396	53,454	54,516	55,601
Contract For Services	5,132	4,000	5,820	-	-	5,820	6,860	6,957	7,066	7,200
TOTAL OPERATING COSTS	**55,856**	**54,738**	**58,540**	**-**	**-**	**58,540**	59,256	60,411	61,582	62,801
*Percentage Increase over prior year		-2.0%	4.8%	0.0%	0.0%	4.8%	1.2%	1.9%	1.9%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	1,118	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	1,118	-	-	-	-	-	-	-	-
TOTAL COSTS	55,856	55,856	58,540	-	-	58,540	59,256	60,411	61,582	62,801
*Percentage Increase over prior year		0.0%	4.8%	0.0%	0.0%	4.8%	1.2%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,646)	(1,646)	(1,646)	-	-	(1,646)	(1,646)	(1,646)	(1,646)	(1,646)
Transfer From Operating Reserve	-	-	(1,058)	-	-	(1,058)	(657)	(673)	(682)	(716)
TOTAL REVENUE	(1,646)	(1,646)	(2,704)	-	-	(2,704)	(2,303)	(2,319)	(2,328)	(2,362)
REQUISITION	**(54,210)**	**(54,210)**	**(55,836)**	**-**	**-**	**(55,836)**	**(56,953)**	**(58,092)**	**(59,254)**	**(60,439)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

APPENDIX A

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challlenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Projected year end balance						
Beginning Balance	45,322	46,800	45,742	45,085	44,412	43,730
Planned Purchase	-	(1,058)	(657)	(673)	(682)	(716)
Transfer from/to Ops Budget	1,118	-	-	-	-	-
Interest Income*	360	-	-	-	-	-
Total projected year end balance	**46,800**	**45,742**	**45,085**	**44,412**	**43,730**	**43,014**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Harbours Environmental Actions Service - Peninsula

Commission Review

SEPTEMBER 2022

Service: 3.756 Harbours Environmental Actions Service - Peninsula **Committee: Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Envioronmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiaives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2022
Sidney	28.36%
District of North Saanich	28.87%
District of Central Saanich	42.77%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of $75,000 or $0.0049 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

APPENDIX A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Allocations	46,856	34,016	47,834	-	-	47,834	48,791	49,767	50,762	51,778
Consultant Expenses	13,026	13,000	13,850	-	-	13,850	14,130	14,410	14,700	14,990
Contract For Services	4,300	4,300	4,429	-	-	4,429	4,520	4,610	4,700	4,790
Operating - other costs	4,440	17,306	4,500	-	-	4,500	4,590	4,680	4,770	4,860
TOTAL OPERATING COSTS	**68,622**	**68,622**	**70,613**	**-**	**-**	70,613	72,031	73,467	74,932	76,418
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	68,622	68,622	70,613	-	-	70,613	72,031	73,467	74,932	76,418
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(2,026)	(2,026)	(2,026)	-	-	(2,026)	(2,026)	(2,026)	(2,026)	(2,026)
TOTAL REVENUE	(2,026)	(2,026)	(2,026)	-	-	(2,026)	(2,026)	(2,026)	(2,026)	(2,026)
REQUISITION	**(66,596)**	**(66,596)**	**(68,587)**	**-**	**-**	**(68,587)**	**(70,005)**	**(71,441)**	**(72,906)**	**(74,392)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.1%	2.1%	2.1%	2.0%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

Making a difference...together

SPWC 22-01

REPORT TO SAANICH PENINSULA WATER COMMISSION
MEETING OF THURSDAY, SEPTEMBER 22, 2022

SUBJECT **Saanich Peninsula Water Service - 2023 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2023 Saanich Peninsula Water Service operating and capital budget, highlighting the changes from the 2022 budget and the proposed 2023 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2023 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's (Commission) consideration. Although the Capital Regional District (CRD) Board received the 2023 provisional budget on September 21, 2022, the Commission will make budget recommendations to the CRD Board for final budget approval in March 2023. As in previous years, the draft 2023 budget has been prepared considering the CRD Board's 2023 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2022 Year End Financial Projections
The actual 2022 operating expense is projected to be $53,059 under budget at year end. The actual bulk water purchase expense is estimated to be $36,660 over budget at $5,095,740, which corresponds with water sales revenue that is projected to be $54,545 over budget. To balance the budget at year end, the proposed transfer to the capital reserve fund has been increased by $70,944 to $870,944.

Operating Budget
An increase in the 2023 operating expense in the amount of $72,769 is planned and results primarily from non-discretionary expense adjustments such as wage/salary increases, corporate support service allocations, insurance costs, and other operating expense increases such as electricity costs.

The bulk water purchase expense is based on the proposed 2023 Regional Water Supply wholesale water rate and the 2023 Saanich Peninsula Water budget demand volume. For 2023 the demand volume has been reduced to reflect the reallocation of First Nations water demand from the Saanich Peninsula Water Service and the Central Saanich/North Saanich municipal services, as a result of the Regional Water Supply Service becoming the service provider for the Nations in 2023 (subject to approval of water service agreements by Tsawout and Tsartlip First Nations, the Regional Water Supply Commission, and Central Saanich and North Saanich Councils). The budget demand adjustment and corresponding revenue adjustment implication will be partially offset by the new First Nations conveyance fee funding from the Regional Water

Supply Service in the amount of $155,000 in 2023. Also as a result of this change, the bulk water expense has been decreased $182,397 to $4,876,683.

The drinking water quality sampling, testing and reporting function for the Saanich Peninsula Water System, as well as the three Peninsula municipalities is funded through the Regional Water Supply Service budget.

Capital Budget

The planned transfer to the capital reserve fund in 2023 is $800,000. At year-end 2022, the capital reserve fund balance is estimated to be $4,649,565 which is available to fund major capital projects. A new loan authorization in the amount of $12,900,000 was approved in 2021 to allow continued partial funding of the five-year capital plan. The debt servicing costs associated with this loan will begin in 2024.

The planned transfer to the equipment replacement fund in 2023 is $50,000. At year-end 2022, the equipment replacement fund balance is estimated to be $1,835,961, which is available to fund minor capital and operational equipment replacements including vehicles.

There are a number of capital projects planned for 2023 with a total value of $5,135,000 including $3,740,000 in projects that are in progress or multi-year projects, including the Bear Hill Reservoir interconnect project, the Hamsterly Pump Station Backup Generator installation project, and the Keating fly-over water main replacement project (funding agreement). The value of the five-year (2023-2027) capital plan is currently $20,949,000 including an on-going budget allowance for post-disaster water supply equipment and infrastructure improvements.

The Development Cost Charge (DCC) program represents $680,488 of the five-year (2023-2027) capital plan, and reflects the projects included in the DCC program update. At year-end 2022, the DCC reserve fund balance is estimated to be $2,109,133.

Water Demand

Total water demand across the Saanich Peninsula Water Service area has generally continued to increase year over year recently due to the continued rate of development and growth. While 2022 was significantly more temperate than 2021, this trend is expected to result in actual demand exceeding budget demand in 2022; the 2022 year-end demand is projected to be 50,000 cubic metres over budget at 6,950,000 cubic metres.

The recommended 2023 water rate has been calculated using a budget demand of 6,335,000 cubic metres (Page 4 of the budget document), which is 565,000 cubic metres less than the volume used in the 2022 budget as explained above.

2023 Water Rates

The 2023 CRD Regional Water Supply wholesale water rate of $0.7698 per cubic metre, a 4.99% increase over the 2022 rate, is being recommended to the Regional Water Supply Commission. The 2023 agricultural rate of $0.2105 per cubic metre will also be recommended. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. An agricultural water rate review and options study is being undertaken in 2022/2023 under the Regional Water Supply Service. The consultation phase of the study will involve the key stakeholders on the Saanich Peninsula including the Commission. It is anticipated that any changes to the rate or rate methodology resulting from the

study would take effect in 2024. A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2021 is attached for information (Appendix C).

The recommended Saanich Peninsula Bulk Rate is $1.1439 per cubic metre, a 5.1% increase over the 2022 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be $13.00.

The Agricultural Research Station Rate has been set at $1.1791 per cubic metre.

The Saanich Peninsula Water rate and Regional Water Supply rate history and projection is attached (Appendix B). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Water Commission recommends that the Capital Regional District Board:

1. Approve the 2023 operating and capital budget;
2. Approve the 2023 Saanich Peninsula bulk water rate of $1.1439 per cubic metre, and the Agricultural Research Station water rate of $1.1791 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

Alternative 2
The Saanich Peninsula Water Commission recommends that the Capital Regional District Board:

1. Approve the 2023 operating and capital budget as amended;
2. Approve the 2023 Saanich Peninsula bulk water rate, and the Agricultural Research Station water rate as amended, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. ‘One-time’ reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

The draft 2023 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's consideration. The budget has been prepared considering the Commission and CRD Board's 2023 service planning and financial expectations. A proposed increase in operating and capital funding that includes an increase in the wholesale water costs from the Regional Water Supply Service, combined with an adjusted revenue budget, is resulting in a recommended bulk water rate of $1.1439 per cubic metre, a 5.1% increase over the 2022 rate.

RECOMMENDATION

The Saanich Peninsula Water Commission recommends that the Capital Regional District Board:

1. Approve the 2023 operating and capital budget;
2. Approve the 2023 Saanich Peninsula bulk water rate of $1.1439 per cubic metre, and the Agricultural Research Station water rate of $1.1791 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2022 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2023 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

Submitted by:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Larisa Hutcheson, PEng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: 2023 Saanich Peninsula Water Service Budget
Appendix B: Saanich Peninsula Water Rate and Regional Water Supply Rate History and Projection
Appendix C: Agricultural Water Volumes and Rate Payments 2011 - 20210

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula Water Supply

COMMISSION REVIEW

SEPTEMBER 2022

Service: 2.610 Saanich Peninsula Water Supply **Committee: Saanich Peninsula Water**

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	$12,900,000	2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	$0	
Remaining:	$12,900,000	

Change in Budget 2022 to 2023 **Service: 2.610 Saanich Peninsula Water Supply**	**Total Expenditure**	**Comments**
2022 Budget	**7,517,025**	
Change in Labour:		
	29,700	Labour charges (salaries and overhead)
Total Change in Labour	29,700	
Other Changes:		
Bulk Water Purchase	(182,397)	Reduced consumption: First Nations to RWS
Transfers to Capital Reserve	-	
Standard Overhead Allocation	36,046	
Other Costs	7,023	
Total Other Changes	(139,328)	
2023 Budget	**7,407,397**	

Summary of % Expense Increase	
Reduced bulk water consumption	-5.8%
Additional cost due to increased bulk water rate	3.4%
Balance of increase	1.0%
% expense increase from 2022:	***-1.5%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable water sales variance of $55,000 (0.7%) due to forecasted 2022 demand being slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. This additional revenue will be used to offset bulk water purchase overages. There is additional favourable operating variance of $53,000 (0.7%) largely related to temporary staff vacancies. The net surplus of $71,000 will be transferred to the Capital Reserve Fund.

Program Group: CRD-Saanich Peninsula Water Supply SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES:										
ALLOCATION - OPERATIONS	1,080,447	1,023,117	1,110,880	-	-	1,110,880	1,133,090	1,155,752	1,178,865	1,202,450
UTILITIES	220,708	235,664	225,129	-	-	225,129	231,203	235,827	240,543	245,354
OPERATING - OTHER COSTS	182,041	171,356	183,910	-	-	183,910	188,892	194,034	199,347	204,837
ALLOCATION - STANDARD OVERHEAD	124,749	124,749	160,795	-	-	160,795	164,010	167,291	170,636	174,049
TOTAL OPERATING EXPENDITURES	1,607,945	1,554,886	1,680,714	-	-	1,680,714	1,717,195	1,752,904	1,789,391	1,826,690
*Percentage increase over prior year board budget			4.53%			4.53%	2.17%	2.08%	2.08%	2.08%
TOTAL BULK WATER EXPENDITURES	5,059,080	5,095,740	4,876,683	-	-	4,876,683	5,253,578	5,694,332	6,210,685	7,037,542
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	800,000	870,944	800,000	-	-	800,000	800,000	600,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	850,000	920,944	850,000	-	-	850,000	850,000	650,000	450,000	450,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	102,000	478,954	996,208	1,281,657
TOTAL DEBT EXPENDITURES	-	-	-	-	-	-	102,000	478,954	996,208	1,281,657
TOTAL EXPENDITURES	7,517,025	7,571,570	7,407,397	-	-	7,407,397	7,922,773	8,576,190	9,446,284	10,595,889
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(7,511,225)	(7,565,770)	(7,401,597)	155,000	-	(7,246,597)	(7,730,124)	(8,350,039)	(9,227,205)	(10,415,307)
REVENUE -OTHER	(5,800)	(5,800)	(5,800)	(155,000)	-	(160,800)	(192,649)	(226,151)	(219,079)	(180,582)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,517,025)	(7,571,570)	(7,407,397)	-	-	(7,407,397)	(7,922,773)	(8,576,190)	(9,446,284)	(10,595,889)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUSITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUSITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,517,025)	(7,571,570)	(7,407,397)	-	-	(7,407,397)	(7,922,773)	(8,576,190)	(9,446,284)	(10,595,889)
Percentage increase over prior year's board budget			-1.46%			-1.46%	6.96%	8.25%	10.15%	12.17%

SAANICH PENINSULA WATER SUPPLY

2023 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	6,549,588	6,270,000
2018	7,044,786	6,300,000
2019	6,928,173	6,500,000
2020	6,860,322	6,800,000
2021	7,556,244	6,800,000
2022	6,950,000	6,900,000
2023 Demand Estimate	**6,335,000**	

** Projected consumption for 2022*

** 2023 Demand estimate reduction reflects First Nations becoming wholesale customers of Regional Water Supply

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	2019	2020	2021	2022	2023	Change	% change
Retail (direct) water rate							
Sannich Peninsula Retail cost per cu.m.	$0.9815	$1.0223	$1.0536	$1.0886	$1.1439	$0.0553	5.1%
Agricultural Research Station cost per cu.m.	$1.0167	$1.0575	$1.0888	$1.1238	$1.1791	$0.0553	4.9%

Summary of Bulk Water Purchase Rates from Regional Water Supply

	2019	2020	2021	2022	2023	Change	% change
CRD Bulk water purchase cost per cu.m.	$0.6775	$0.6968	$0.7148	$0.7332	$0.7698	$0.0366	5.1%

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	2019	2020	2021	2022	2023	Change	% change
Retail (direct) water rate							
Unit cost per cu.m.	$ 0.9815	$ 1.0223	$ 1.0536	$ 1.0886	$ 1.1439	$ 0.0553	5.1%

Retail Water Rate Increase
Impact on Participating Municipalities Water Bill

Average consumption: 235.0 cubic meters

Charge for Twelve Months Consumption	Year	Annual charge	2023 Annual Change $
Average Consumption	2022	$ 255.82	
	2023	$ 268.82	$ 13.00
Half Average Consumption	2022	$ 127.91	
	2023	$ 134.41	$ 6.50
Twice Average Consumption	2022	$ 511.64	
	2023	$ 537.63	$ 26.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.610 Saanich Peninsula Water Supply	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$250,000	$590,000	$350,000	$300,000	$300,000	$100,000	$1,640,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$3,490,000	$4,545,000	$2,870,000	$6,474,000	$4,810,000	$610,000	$19,309,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$3,740,000	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
Equipment Replacement Fund	$0	$220,000	$80,000	$80,000	$80,000	$80,000	$540,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$3,740,000	$4,915,000	$590,000	$1,144,000	$530,000	$330,000	$7,509,000
	$3,740,000	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Project provide economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and/or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **2.610**
Service Name: **Saanich Peninsula Water Supply**

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness	$1,200,000	S	Res	$0	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	$110,000	S	Res	-	$10,000	$10,000	$10,000	-	-	$30,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	**$1,100,000**	S	Res	$815,000	**$1,100,000**	-	-	-	-	$1,100,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	$75,000	S	Res	$75,000	$75,000	-	-	-	-	$75,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	**$1,150,000**	E	Res	**$250,000**	**$450,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,050,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	$14,700,000	S	Res	$1,700,000	$1,700,000	-	-	-	-	$1,700,000
21-05					S	Debt	-	-	**$2,550,000**	**$5,550,000**	**$4,500,000**	**$300,000**	$12,900,000
22-01	New	Water Strategic Plan Update		$116,972	S	Res	-	$116,972	$0	$0	$0	$0	$116,972
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	**$450,000**	E	Res	-	-	$150,000	**$100,000**	**$100,000**	**$100,000**	$450,000
22-03	New	Keating Cross Road Water Main	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet	$1,000,000	S	Res	$900,000	$900,000	-	-	-	-	$900,000
23-01	New	DCC Program Update	5-year update of the DCC program.	$500	S	Res	-	$500	-	-	-	-	$500
23-04	**Renewal**	**RTU & PLC Upgrade and Replacement**	**Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.**	**$140,000**	**E**	**ERF**	-	**$140,000**	-	-	-	-	$140,000
23-05	**Renewal**	**Bear Hill Tank Repairs**	**Conduct concrete repairs to the Bear Hill Tank.**	**$250,000**	**S**	**Res**	-	**$250,000**	-	-	-	-	$250,000
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	$6,040	S	Res	-	-	-	$6,040	-	-	$6,040
Sub-Total System Upgrades and Replacements				**$20,298,512**			**$3,740,000**	**$4,892,472**	**$3,060,000**	**$6,016,040**	**$4,950,000**	**$550,000**	**$19,468,512**

Service #: 2.610

Service Name: Saanich Peninsula Water Supply

SECTION 1: PROJECT DESCRIPTION AND BUDGET													
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
ANNUAL PROVISIONAL ITEMS													
23-02	**Renewal**	**Pump Station, Meter Station & Valve Repair and Replacements**	**Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.**	**$400,000**	**S**	**ERF**	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
23-03	**Renewal**	**Transmission Main & Storage Tank Repairs and Replacements**	**Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.**	**$400,000**	**S**	**Res**	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
Sub-Total Annual Provisional Items				**$800,000**			**$0**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$800,000**
DEVELOPMENT COST CHARGE (DCC) PROGRAM													
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	$33,028	S	Res	-	$33,028	-	-	-	-	$33,028
23-01	New	DCC Program Update	5-year update of the DCC program.	$49,500	S	Res	-	$49,500	-	-	-	-	$49,500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	$597,960	S	Res	-	-	-	$597,960	-	-	$597,960
Sub-Total Development Cost Charge (DCC) Program				**$680,488**			**$0**	**$82,528**	**$0**	**$597,960**	**$0**	**$0**	**$680,488**
			GRAND TOTAL	**$21,779,000**			**$3,740,000**	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**

Service:	2.610	Saanich Peninsula Water Supply

Project Number	Capital Project Title	Capital Project Description
18-04	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness

Project Rationale In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.

Project Number	Capital Project Title	Capital Project Description
19-01	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion

Project Rationale The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.

Project Number	Capital Project Title	Capital Project Description
20-02	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station

Project Rationale From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.

Project Number	Capital Project Title	Capital Project Description
21-01	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.

Project Rationale The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water suppply.

Service:	2.610	Saanich Peninsula Water Supply

Project Number	21-04	**Capital Project Title**	SCADA Upgrades	**Capital Project Description**	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				

Project Number	21-05	**Capital Project Title**	SPW System Upgrade and Expansion	**Capital Project Description**	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bear Hill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bear Hill Section design and construction of new transmission main and PRV station $14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road $500,000.				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	22-03	**Capital Project Title**	Keating Cross Road Water Main	**Capital Project Description**	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet
Project Rationale	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI				

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Review of the DCC program and identify any projects that may require a full DCC update.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.				

Project Number	22-01	**Capital Project Title**	Water Strategic Plan Update	**Capital Project Description**	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	23-02	**Capital Project Title**	Pump Station, Meter Station & Valve Repair and Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	23-03	**Capital Project Title**	Transmission Main & Storage Tank Repairs and Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	23-04	**Capital Project Title**	RTU & PLC Upgrade and Replacement	**Capital Project Description**	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.
Project Rationale	Equipment and programming upgrades are required system wide but specifically at the Deep Cove and Hamsterly pump stations to deal with equipment and technology nearing end of life.				

Project Number	23-05	**Capital Project Title**	Bear Hill Tank Repairs	Capital Project Description	Conduct concrete repairs to the Bear Hill Tank.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

2.610 Saanich Peninsula Water
Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
DCC Reserve Account	2,073,133	2,109,133	2,026,605	2,026,605	1,428,645	1,428,645	1,428,645
Equipment Replacement Fund	1,834,251	1,835,961	1,665,961	1,635,961	1,605,961	1,575,961	1,545,961
Capital Reserve	4,148,061	4,649,565	617,093	827,093	881,053	751,053	821,053
Total	**8,055,445**	**8,594,659**	**4,309,659**	**4,489,659**	**3,915,659**	**3,755,659**	**3,795,659**

2.610 Saanich Peninsula Water
Development Cost Charges
2023 - 2027 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	2,036,836	2,073,133	2,109,133	2,026,605	2,026,605	1,428,645	1,428,645
Transfers to Reserve							
Transfers from Reserve based on DCC-capital plan	-	-	(82,528)	-	(597,960)		-
DCC's received from Member Municipalities							
Interest Income*	36,297	36,000					
Ending Balance $	**2,073,133**	**2,109,133**	**2,026,605**	**2,026,605**	**1,428,645**	**1,428,645**	**1,428,645**

General Comments:
Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Develoment Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2023 - 2027 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	1,809,620	1,834,250	1,835,961	1,665,961	1,635,961	1,605,961	1,575,961
Equipment purchases (Based on Capital Plan)	(37,080)	(60,000)	(220,000)	(80,000)	(80,000)	(80,000)	(80,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	11,711	11,711					
Ending Balance $	**1,834,251**	**1,835,961**	**1,665,961**	**1,635,961**	**1,605,961**	**1,575,961**	**1,545,961**

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Capital Reserve Fund
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

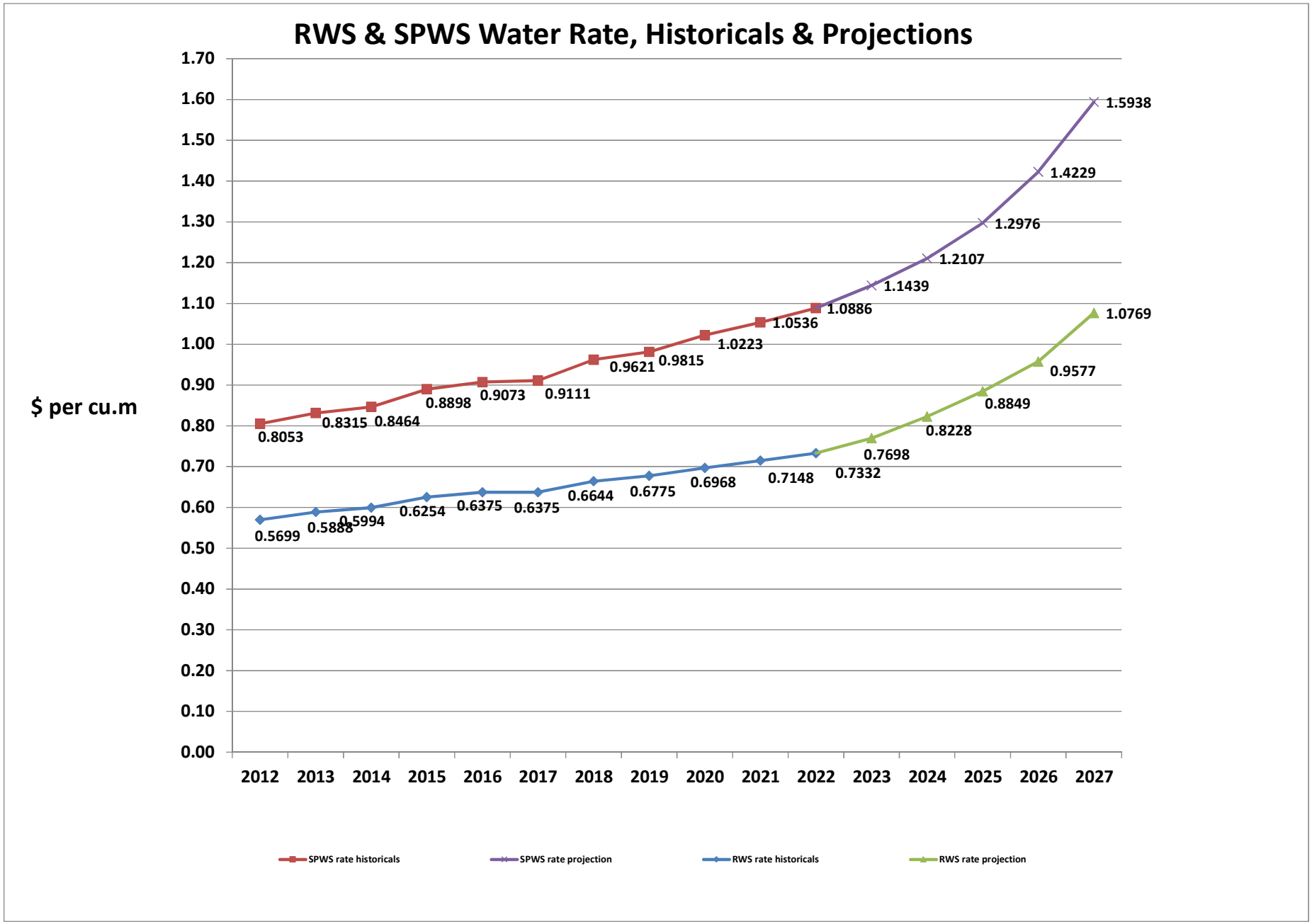
Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	**Actual**	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	5,651,881	4,148,061	4,649,565	617,093	827,093	881,053	751,053
Transfers from Reserve based on capital plan	(2,793,000)	(477,028)	(4,832,472)	(590,000)	(546,040)	(530,000)	(330,000)
Transfer from Capital Reserve (Unspent)	-	-	-	-	-	-	-
Transfer from Other (MFA etc.)	12,658	-	-	-	-	-	-
Transfer unspent capital funds from LA funds							
Transfer from Operating Budget	1,205,590	907,600	800,000	800,000	600,000	400,000	400,000
Interest Income*	70,932	70,932					
Ending Balance $	**4,148,061**	**4,649,565**	**617,093**	**827,093**	**881,053**	**751,053**	**821,053**

General Comments:
Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.


RWS & SPWS Water Rate, Historicals & Projections
$ per cu.m
1.70
1.60
1.50
1.40
1.30
1.20
1.10
1.00
0.90
0.80
0.70
0.60
0.50
0.40
0.30
0.20
0.10
0.00
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2013
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2017
2018
2019
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2027
0.8053
0.8315
0.8464
0.8898
0.9073
0.9111
0.9621
0.9815
1.0223
1.0536
1.0886
1.1439
1.2107
1.2976
1.4229
1.5938
0.5699
0.5888
0.5994
0.6254
0.6375
0.6375
0.6644
0.6775
0.6968
0.7148
0.7332
0.7698
0.8228
0.8849
0.9577
1.0769
SPWS rate historicals
SPWS rate projection
RWS rate historicals
RWS rate projection

APPENDIX C

REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2021

		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost $ (Paid/Accts)	%age of Total Paid out	Rate Differential: Municipal Rate m3 A	Agri Rate m3 B	Muni-CRD Diff m3 A - B
Western Communities & Sooke *															
	2021	84	16	53,773	63,222	640	3,951	$ 245,409	$ -	$ 245,409	$ 2,454	15.0%	$ 2.3081	$ 0.2105	$ 2.0976
	2020	84	15	42,432	51,118	505	3,408	$ 187,605	$ -	$ 187,605	$ 1,895	11.9%	$ 2.2159	$ 0.2105	$ 2.0054
	2019	86	14	36,598	50,277	426	3,591	$ 165,297	$ -	$ 165,297	$ 1,653	11.1%	$ 2.1132	$ 0.2105	$ 1.9027
	2018	95	18	40,657	19,669	428	1,093	$ 112,411	$ -	$ 112,411	$ 995	7.9%	$ 2.0739	$ 0.2105	$ 1.8634
	2017	81	11	33,458	11,628	413	1,057	$ 76,754	$ -	$ 76,754	$ 834	5.6%	$ 1.9129	$ 0.2105	$ 1.7024
	2016	80	11	41,248	8,652	516	787	$ 84,950	$ -	$ 84,950	$ 934	5.9%	$ 1.9129	$ 0.2105	$ 1.7024
	2015	79	11	33,537	7,078	425	643	$ 64,968	$ -	$ 64,968	$ 722	5.1%	$ 1.8101	$ 0.2105	$ 1.5996
	2014	79	11	29,419	9,074	372	825	$ 60,769	$ -	$ 60,769	$ 675	5.6%	$ 1.7892	$ 0.2105	$ 1.5787
	2013	80	11	25,532	5,578	319	507	$ 46,438	$ -	$ 46,438	$ 510	4.7%	$ 1.7032	$ 0.2105	$ 1.4927
	2012	79	13	23,617	5,932	299	456	$ 40,828	$ -	$ 40,828	$ 444	4.3%	$ 1.5922	$ 0.2105	$ 1.3817
	2011	75	11	27,910	4,893	372	445	$ 43,641	$ -	$ 43,641	$ 507	5.2%	$ 1.5409	$ 0.2126	$ 1.3283
Central Saanich															
	2021	277	50	333,385	235,654	1,204	4,713	$ 844,767	$ 4,653	$ 849,420	$ 2,598	51.9%	$ 1.8600	$ 0.2105	$ 1.6495
	2020	278	49	375,646	233,214	1,351	4,759	$ 873,579	$ 6,768	$ 880,347	$ 2,692	56.0%	$ 1.8047	$ 0.2105	$ 1.5942
	2019	276	47	421,804	210,499	1,528	4,479	$ 862,430	$ 2,162	$ 864,592	$ 2,677	58.0%	$ 1.7260	$ 0.2105	$ 1.5155
	2018	278	49	378,593	297,433	1,362	6,070	$ 866,699	$ 7,003	$ 873,702	$ 2,672	61.3%	$ 1.6350	$ 0.2105	$ 1.4245
	2017	296	49	398,087	298,522	1,345	6,092	$ 792,125	$ 7,003	$ 799,128	$ 2,316	58.7%	$ 1.5575	$ 0.2105	$ 1.3470
	2016	297	51	446,241	303,419	1,502	5,949	$ 879,396	$ 7,191	$ 886,587	$ 2,548	61.1%	$ 1.5139	$ 0.2105	$ 1.3034
	2015	294	51	412,060	246,292	1,402	4,829	$ 739,282	$ 7,144	$ 746,426	$ 2,164	58.4%	$ 1.4582	$ 0.2105	$ 1.2477
	2014	294	49	361,801	190,895	1,231	3,896	$ 596,515	$ 6,808	$ 603,323	$ 1,759	55.7%	$ 1.4033	$ 0.2105	$ 1.1928
	2013	296	45	321,518	194,848	1,086	4,330	$ 542,837	$ 4,186	$ 547,023	$ 1,604	55.7%	$ 1.3799	$ 0.2105	$ 1.0525
	2012	280	41	325,663	210,906	1,163	5,144	$ 518,454	$ 5,658	$ 524,112	$ 1,633	55.6%	$ 1.2841	$ 0.2105	$ 0.9662
	2011	210	38	312,702	169,206	1,489	4,453	$ 462,183	$ 5,244	$ 467,427	$ 1,885	56.1%	$ 1.2867	$ 0.2126	$ 0.9667
North Saanich **															
	2021	102	17	48,583	101,688	476	5,982	$ 210,379	$ -	$ 210,379	$ 1,768	12.9%	$ 1.6105	$ 0.2105	$ 1.4000
	2020	102	16	57,433	108,453	563	6,778	$ 223,532	$ -	$ 223,532	$ 1,894	14.2%	$ 1.5580	$ 0.2105	$ 1.3475
	2019	94	15	58,278	95,030	620	6,335	$ 201,370	$ -	$ 201,370	$ 1,847	13.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2018	100	16	97,574	70,666	976	4,417	$ 220,982	$ -	$ 220,982	$ 1,905	15.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2017	100	13	151,773	53,551	1,518	4,119	$ 245,456	$ -	$ 245,456	$ 2,172	18.0%	$ 1.4643	$ 0.2105	$ 1.2538
	2016	100	12	148,450	36,774	1,485	3,065	$ 230,697	$ -	$ 230,697	$ 2,060	15.9%	$ 1.4560	$ 0.2105	$ 1.2455
	2015	106	14	151,656	38,066	1,431	2,719	$ 230,948	$ -	$ 230,948	$ 1,925	18.1%	$ 1.4278	$ 0.2105	$ 1.2173
	2014	98	14	133,853	30,372	1,366	2,169	$ 194,919	$ -	$ 194,919	$ 1,740	18.0%	$ 1.3974	$ 0.2105	$ 1.1869
	2013	102	13	141,845	30,647	1,391	2,357	$ 200,004	$ -	$ 200,004	$ 1,739	20.4%	$ 1.3700	$ 0.2105	$ 1.1595
	2012	99	13	117,497	45,227	1,187	3,479	$ 188,679	$ -	$ 188,679	$ 1,685	20.0%	$ 1.3700	$ 0.2105	$ 1.1595
	2011	101	13	106,393	34,921	1,053	2,686	$ 163,558	$ -	$ 163,558	$ 1,435	19.6%	$ 1.3700	$ 0.2126	$ 1.1574
Saanich															
	2021	74	55	49,933	158,309	675	2,878	$ 318,923	$ 11,050	$ 329,973	$ 2,558	20.2%	$ 1.7420	$ 0.2105	$ 1.5315
	2020	68	53	40,416	144,443	594	2,725	$ 268,877	$ 10,867	$ 279,745	$ 2,312	17.8%	$ 1.6650	$ 0.2105	$ 1.4545
	2019	68	51	37,086	140,512	545	2,755	$ 249,436	$ 10,278	$ 259,714	$ 2,182	17.4%	$ 1.6150	$ 0.2105	$ 1.4045
	2018	70	49	37,503	111,896	536	2,284	$ 208,786	$ 9,996	$ 218,782	$ 1,839	15.3%	$ 1.5910	$ 0.2105	$ 1.3805
	2017	80	50	38,201	132,092	478	2,642	$ 229,604	$ 9,719	$ 239,324	$ 1,841	17.6%	$ 1.5600	$ 0.2105	$ 1.3495
	2016	71	53	36,409	139,764	513	2,637	$ 237,745	$ 10,056	$ 247,802	$ 1,998	17.1%	$ 1.5600	$ 0.2105	$ 1.3495
	2015	75	51	74,841	129,225	998	2,534	$ 226,276	$ 9,727	$ 236,003	$ 1,873	18.5%	$ 1.5420	$ 0.2105	$ 1.3315
	2014	72	53	46,230	177,633	642	3,352	$ 213,981	$ 9,883	$ 223,863	$ 1,791	20.7%	$ 1.4560	$ 0.2105	$ 1.2455
	2013	65	50	35,745	122,456	550	2,449	$ 179,004	$ 9,655	$ 188,659	$ 1,641	19.2%	$ 1.3420	$ 0.2105	$ 1.1315
	2012	68	47	38,212	138,455	562	2,946	$ 180,466	$ 9,235	$ 189,701	$ 1,650	20.1%	$ 1.2320	$ 0.2105	$ 1.0215
	2011	71	46	101,235	121,896	1,426	2,650	$ 149,584	$ 9,118	$ 158,703	$ 1,356	19.0%	$ 1.1530	$ 0.2126	$ 0.9404
Totals															
	2021	537	138	485,674	558,873	904	4,050	$ 1,619,477	$ 15,703	$ 1,635,181	$ 2,422	100%			
	2020	532	133	515,927	537,228	970	4,039	$ 1,553,594	$ 17,635	$ 1,571,229	$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	$ 1,478,533	$ 12,440	$ 1,490,973	$ 2,290	100%			
	2018	543	132	554,327	499,664	1,021	3,785	$ 1,408,879	$ 16,999	$ 1,425,878	$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	$ 1,343,940	$ 16,722	$ 1,360,663	$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	$ 1,432,788	$ 17,247	$ 1,450,036	$ 2,148	100%			
	2015	554	127	672,094	420,661	1,213	3,312	$ 1,261,474	$ 16,871	$ 1,278,344	$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	$ 1,066,184	$ 16,691	$ 1,082,874	$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	$ 968,283	$ 13,841	$ 982,124	$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	$ 928,426	$ 14,893	$ 943,320	$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	$ 818,967	$ 14,362	$ 833,329	$ 1,475	100%			

* **Western Communities do not charge a fixed charge**

** **North Saanich charges the fixed charge on property taxes**

*** **AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.**
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

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

SUBJECT **CAO Quarterly Progress Report No. 3, 2022**

ISSUE SUMMARY

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2019-2022 Board and Corporate Priorities, Corporate Climate Action Initiatives, Capital and Operating Variances, and Human Resources and Corporate Safety up to October 1, 2022.

BACKGROUND

The Board and Corporate Priorities Dashboard provides quarterly updates on progress related to Board and Corporate priority initiatives, actions, and advocacy as well as variances in financial performance and human resources trends. Following the approval of the Board Strategic Plan in March, 2019 staff prepared a Corporate Plan 2019-2022 to identify potential initiatives to advance Board and Corporate priorities. The Board completed an annual check-in on priorities on May 11, 2022 and the priorities were confirmed and staff was directed to continue to progress the initiatives and actions as developed in the Corporate Plan.

This report presents quarterly progress on priorities, initiatives, actions and advocacy for the second quarter of 2022, however the capital and operating variances and human resources trends are for the second quarter in 2022. The quarterly Capital Variance Report highlights differences between budget and actual expenditures on capital projects over $500,000. The quarterly Operating Variance Report provides results and forecasts for services with an annual operating budget over $1.5 million, which comprise approximately 85% of the combined CRD, CRHD and CRHC budgets for the year. The quarterly update on non-confidential human resources matters is provided to highlight workforce trends.

DISCUSSION

Corporate Activities and Initiatives

Appendix A highlights corporate activities and initiatives in the last quarter and a number of photographs have been included to present announcements and events that occurred in this quarter.

The Capital Regional District (CRD) and its municipal partners are celebrating students across the region for their participation in this year's Cool It! Climate Leadership Training program. From January to June, 1,410 students from 65 classrooms participated in the BC Sustainable Energy Association's (BCSEA) program that empowers youth to take action on climate change. This year, the CRD sponsored 22 classrooms to participate in the regional program, with an additional 21 workshops sponsored by the District of Saanich, 15 by the City of Victoria, and 7 by the District of Central Saanich. During the challenge, students committed to 12,349 actions that reduce energy and carbon emissions at home, which will result in a projected savings of 493 tonnes of CO_2e annually, if continued for one year.

In October, the CRD and its staff received two awards of excellence for health and safety from the BC Municipal Safety Association (BCMSA):

- *2022 Occupational Health and Safety Excellence Award*: this award recognizes local governments for activities that improve their safety experience rating, and ultimately reducing injuries, illness, disease and fatalities. This award goes to the heart of the CRD's occupational health and safety program, ensuring staff have a safe workplace.

- *2022 Occupational Health and Safety Leadership Award:* this award was presented to Mr. Robert Ingraham, Manager of Corporate Occupational Health and Safety for his outstanding achievement in the field of local government occupational health and safety.

At the Annual GFOA BC Conference Nelson Chan, CFO accepted the Innovative Idea Team Award on behalf of the CRD as part of *The Excellence in Local Government Finance Award Program* for the parks land acquisition financing strategy.

On Thursday, August 11, staff and CRD Board Directors had the opportunity to tour the Southern Gulf Islands and visit CRD sites. Starting on Mayne Island where they toured Miners Bay Park and then observed the progress on the construction of Anson Road Dock before heading to Saturna. The group had an opportunity to see the recycling centre, emergency services building and Lyall Harbour Boot Cove Water Treatment plant as well as a stop at Thompson Park. On North Pender Island they toured the CRD Building Inspection, CRD Emergency Services, Magic Lake Fire Hall and IWS Water Treatment Facility.

The 2022-2023 CRD/CUPE Bursary Award ceremony was held on August 25, 2022. There were eight successful applicants for the Bursary Program which financially supports students of the CRD employees who are entering into or are currently enrolled in post-secondary education programs.

The CRD has acquired four parcels of land totalling 9.8 hectares adjacent to Mill Hill Regional Park. These parcels contain coastal Douglas-fir forest and arbutus stands and were purchased from the Town of View Royal for $927,500. This new parkland was purchased through the Land Acquisition Fund. The Coastal Douglas-fir Biogeoclimatic Zone is home a significant number of species and ecosystems at risk, of which many are ranked globally as imperiled or critically imperiled. These parcels also span both the Craigflower and Millstream Creek watersheds, which play important roles in nutrient cycling, downstream fish habitat, and water management.

Overnight on Friday, August 26, a small wildfire burned through about half a hectare of land in Thetis Lake Regional Park, near Seymour Hill. More than 20 firefighters from various detachments worked through Saturday and Sunday to suppress the fire. View Royal Fire Rescue led the response with support from Colwood Fire Department, Langford Fire Rescue, BC Wildfire Service and CRD staff. On Monday, August 29 another small wildfire was reported in East Sooke Regional Park. Firefighters from East Sooke, Metchosin and Otter Point Fire Departments, as well as CRD staff, worked to contain and extinguish this fire.

The Capital Regional District (CRD) will receive funding through the Investing in Canada Infrastructure Program – Rural and Northern Communities Program. The $1,989,000 in joint federal-provincial funding will enable completion of upgrades to the Maliview Wastewater System on Salt Spring Island while significantly reducing costs to be covered by local ratepayers. Detailed design work is currently underway to refine cost estimates and inform next steps, including a decision to proceed with a borrowing bylaw and begin construction in 2023.

September 30th marks the second annual National Day for Truth and Reconciliation which provides an opportunity to recognize and commemorate the legacy of residential schools. On this day we are encouraged to remember the thousands of Indigenous children who died at residential schools and to honour the trauma that many survivors have experienced and still live with every day.

On September 8, the City of Langford, in partnership with the CRD and the Capital Regional District's Regional Water Supply Commission announced the acquisition of 13-acres of land at 2955 Sooke Lake Road to expand recreation and park space in Langford. The CRD land, currently zoned as residential, had previously been used for industrial uses, both as a source of gravel and for construction fill. The proposed concept for the newly acquired land includes baseball fields, a spray park, a playground, and parking.

The CRD Climate Action Program launched a region-wide outreach campaign between June through September called Charge Your Ride to encourage the adoption of electric vehicles (EVs) and electric bicycles (e-bikes) to reduce our region's greenhouse gas emissions. The CRD engaged with over 3,800 residents at 20 community events and three large test drive and ride events in collaboration with municipal partners, Capital Bike, The Victoria EV Association, and EmotiveBC, connecting residents with experts to answer their questions and give them hands-on experiences with EVs and e-bikes. Charge Your Ride has been made possible thanks a $224,000 grant from Natural Resources Canada.

Board Priorities and Corporate Plan Initiatives

Progress on the Board Priorities and Corporate Plan initiatives from January 2019 to date is reflected in Progress Report Q3, 2022, as Appendix B. The "Comments" section provides a summary of completed actions as well as any issues or problems that have arisen that may impact progress on the priority. The "Next Steps" section identifies future planned actions and associated timing. Attached as Appendix C is the Board Priorities Dashboard Summary of Completed Actions.

Corporate Climate Change Initiatives

A quarterly update on corporate climate change initiatives tracking progress on programs, projects, education, incentives, grants, measures, studies and monitoring work is included as Appendix D. This work is also compiled and reported as an annual report in conjunction with Climate Action Revenue Incentive Program (CARIP) reporting requirements related to our commitment to the Community Climate Action Charter.

Board Advocacy

An Advocacy Dashboard has been prepared which tracks the ongoing advocacy work being done by the CRD Board, municipalities, partners and staff. Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q3, 2022 as Appendix E.

Operating Variance Report – Q2, 2022

The Operating Variance Report outlines the quarterly operating variance, providing actual results and annual forecasts for services with an annual operating budget over $1.5 million. These services comprise approximately 88% of the combined three entities CRD, Capital Regional Hospital District and Capital Regional Housing Corporation budgets for the year.

The forecasts have been compiled by staff to determine estimates for how services are expected to perform fiscally for the year, as at the end of the second quarter. Determining these forecast includes looking at prior year results, planned and actual changes in activity, and considering service level delivery and associated funding impacts.

The amount of budget used to the end of the second quarter will vary from service to service, based on the individual services' planned spending, seasonality, and timing of transactions. For example, services funded by requisition receive their funding in the third quarter, and water supply and distribution services receive more sales revenue over the summer months.

The quarterly Operating Variance Report, attached in Appendix F, highlights how much of the annual budget has been used, in comparison to prior year, and what the annual forecast is expected to be based on information available to the end of the second quarter. This is outlined for both expenditures and revenue.

Spending to the end of the second quarter, as a percentage of actual budget, is largely in line with the same period and timeframe as 2021 for both revenue and expenses.

Capital Regional District

The annual forecast highlights that the majority of services will still track in line with the annual budget. Many of these services are providing essential services to our communities, such as delivery of water, wastewater management, and solid waste.

Favourable variances are forecast for the Regional Housing Trust Fund due to timing of grant funding requests, for Core Area Wastewater Operations due to savings on electricity, chemicals and repairs & maintenance, and generally across a number of services due to some delay in hiring and temporary vacancies.

Capital Regional Hospital District (CRHD)

The annual forecast highlights some minor savings expected due to deferred hiring of term role and property management costs, but otherwise the CRHD operations continued as planned.

Capital Region Housing Corporation (CRHC)

The annual forecast for CRHC is presented by portfolio, and reflect the estimated cost savings and revenue variances forecasted at the end of the second quarter.

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

Capital Variance Report – Q2, 2022

The Capital Variance Report, attached in Appendix G, highlights variances on actual expenditures from the quarterly and annual capital budgets for all three entities (CRD, CRHD, and CRHC) including impact on the total project. The Capital Variance Report is current to the end of the second quarter of 2022 and covers all capital projects with budgeted spending in 2022 greater than $0.5 million.

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

Capital Regional District
Capital expenditures on projects greater than $0.5 million totaled $8.7 million in the second quarter of 2022, 39% lower than a forecast of $15.3 million. Of the $5.9 million variance, $1.5 million is related to timing of construction on the Bear Mountain Parkway Extension Supply Mains project, $0.8 million is related to timing of contract closeout costs on the Core Area Wastewater Treatment Project (CAWTP), $0.7 million related to deferral of work as scope is re-evaluated on the McPherson Theatre's repair of the East Elevation Wall, and $0.7 million related to the delay of available materials for the Rocky Point Upgrade project. Other notable projects include contributed capital towards Panorama Recreation's Multi-Purpose Sports Field, and work on Juan de Fuca's Water Distribution AC Pipe replacement program.

Capital Regional Hospital District (CRHD)
Capital expenditures on projects greater than $0.5 million totaled $1.4 million in the second quarter of 2022, in line with forecast. With the discovery of additional contaminated materials to be addressed for demolition work on Oak Bay Lodge, a budget amendment was approved by CRHD Board in May 2022 to update the 2022 budget and scope, with project completion forecast for the third quarter of 2022. At the second quarter, actual spending is in line with the amended budget.

Capital Region Housing Corporation (CRHC)
Capital expenditures on projects greater than $0.5 million totaled $8.1 million in the second quarter of 2022, 14% lower than a forecast of $9.5 million. Variances within the CRHC portfolio are mainly due to a delay in start for the Carey Lane BER project now expected in Q1 2023 and a delay in purchase of the Prosser Property now anticipated early 2023.

Human Resource Trends and Corporate Safety

Appendix H provides an analysis of current and emerging trends in workforce composition, turnover, promotions, absenteeism and occupational health and safety. The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising.

As with previous years' metric, the 2022 metrics information is reflective of the impact from the COVID-19 pandemic and related economic pressures. The CRD is a defined essential service and, as such, is closely monitoring the impact of the pandemic and its resulting economics on service delivery and our people, and is taking appropriate measures as needed to ensure the essential operations are maintained and staff receive supports as may be needed.

The CRD continues to experience increased pressures associated with a highly competitive labour market and a steady number of retirements. Local governments and especially those delivering highly essential services, are becoming increasingly more complex as our role and responsibilities continue to evolve, and this continues to place more demand to secure more specialized labour. To this end, the CRD continues its significant efforts in workforce planning, organizational development initiatives, and impactful recruitment and outreach strategies.

The CRD's proactive and positive focus on workplace health and safety remains a top of priority, and the CRD's comprehensive occupational health and safety (OHS) strategy, which is aligned with OHS best practice standards, meets or exceeds requirements of the WorkSafeBC approved municipal Certificate of Recognition (CoR) program. The CRD continues to experience a positive (merit) situation with WorkSafeBC resulting in a 29.8% better-than-industry-average Employer Rating Assessment and an equally reflected reduction in premiums. With the CRD now receiving CoR Certification, premiums will be further reduced another 10% - for a total 39.8% reduction - in 2022.

CONCLUSION

The CAO Quarterly Progress Report No. 3 - 2022 provides a status update of Progress on Board and Corporate Priorities, Activities and Initiatives, Capital Project Variances, and Human Resource Trends across the organization.

RECOMMENDATION

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

Submitted by:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Photographs of Corporate Activities and Initiatives
Appendix B: Board Priorities Dashboard Progress Q3, 2022
Appendix C: Board Priorities Dashboard – Summary of Completed Actions
Appendix D: Corporate Climate Change Initiatives
Appendix E: Advocacy Dashboard Progress Q3, 2022
Appendix F: Operating Variance Report Q2, 2022
Appendix G: Capital Variance Report Q2, 2022
Appendix H: Human Resources Trends and Corporate Safety Q2, 2022

Cool It! Climate Leadership Training Program

BC Municipal Safety Association Awards

Government Finance Officer Award

Government Finance Officers Association

Innovative Idea Team Award

Board Southern Gulf Island Tour

2022/23 CRD/CUPE Bursary Awards

CRD acquires additional land for Mill Hill Regional Park

Summer 2022 Wildfires

SSI Maliview Wastewater System

National Day for Truth and Reconciliation

RWSC Land Transfer to Langford

Charge Your Ride

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

Board Priorities Dashboard > Progress Report No. 15 – Q3 2022

Making a difference...together

CONDITION LEGEND: No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.			✓		**Operationalized.** The CRD Board approved the transportation working group Terms of Reference on October 20, 2021 and the first transportation working group meeting was held on December 13, 2021. Grant applications to federal and provincial funders have been submitted to advance widening and lighting improvements to the Galloping Goose and Lochside Regional Trails, as recommended in the Regional Trails Widening Study. The grant applications cover the following segments: 1) Galloping Goose between the Selkirk Trestle and Switch Bridge; 2) Lochside between the Switch Bridge and McKenzie Ave.	▸ Transportation working group meetings will continue through 2022 and into 2023 to action regional transportation priorities ▸ Board and staff to advance advocacy and other implementation on priority areas through appropriate channels (e.g. meetings with Minister of Transportation, participation in project and policy working groups)	▸ *Ongoing through to 2023* ▸ *Ongoing through to 2023*
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.			✓	▸ ***Board July 13, 2022***	**Operationalized.** The CRD Board approved a motion at its annual strategic check-in on May 11, 2022 to heighten its advocacy regarding the protection of the E&N corridor as a transportation corridor, including the reinstatement of passenger and freight rail services. On August 10, the CRD Board received information about advocacy next steps and timelines to protect the corridor and advance the restoration of rail service. To date, outcomes of Board advocacy efforts include: meeting with MP MacGregor in August 2022 and commitments from the provincial Minister of Transportation and Infrastructure to 1) support the Island Corridor Foundation's (ICF's) engagement with First Nations along the corridor; 2) continue discussions with the federal government; and 3) consider the ICF's and CRD's request to create a multi-disciplinary team to further develop the business case. See the ***advocacy dashboard*** for detailed information on advocacy efforts through Q3, including a list of correspondence sent and received on the topic. ***Media Release:*** CRD calls for collaboration on Island Rail Corridor (July 14, 2022)		
1c Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.		✓		▸ ***Board July 13, 2022***	The Future Housing Priorities and Partnerships white paper was endorsed by the CRD Board on July 13, 2022. Activities will begin in 2023. Completed the signing of an amended contribution agreement for 2023 and 2024 for increased Reaching Home funds. Submitted re-zoning materials to Saanich for Campus View.	▸ Continue to implement Reaching Home Program ▸ Staff to explore and consider options for a housing partnership program to follow the Regional Housing First Program and report to Board ▸ Continue to implement Regional Housing First Program	▸ *Ongoing* ▸ *Ongoing* ▸ *Q4 2022*

Standing Committee Legend

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

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

Climate Action & Environmental Stewardship

Board Priorities Dashboard > Progress Report No. 15 – Q3 2022

Making a difference...together

CONDITION LEGEND — No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.			✓		**Operationalized.** Continued work with utilities and all levels of government on policy and programming initiatives. Board adopted Bylaw No.4468 to amend the annual requisition of the climate action service to fund new initiatives in the CRD Climate Action Strategy.		
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.			✓		**Operationalized.** Following the Board adoption of the ***Climate Action Strategy***, actions rolled out as outlined in the Strategy.		
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.		✓		▸ ***Board July 13, 2022*** ▸ ***Board Aug. 10, 2022***	Sought direction on investigating beneficial use options for construction, renovation and demolition waste from the CRD Board. Continued implementation of the short-term solid waste work plan, including modifying the tipping fee structure at Hartland Landfill, facilitating the diversion of material and energy recovery and expanding regulatory enforcement. Awarded the contract for the design, construction and operation of a new facility that will upgrade biogas generated at Hartland Landfill to renewable natural gas in 2024 and removed final conditions on purchasing agreement with FortisBC. ***Media Release:*** CRD Awards Contract for New Landfill Gas Upgrade Facility (Sept. 7, 2022).	▸ Facilitate a short-term thermal pilot for the beneficial use of construction, renovation and demolition waste with Lafarge. ▸ Initiate a procurement process to understand private sector options for and costs for divertible materials and present findings to Board in fall 2022.	▸ *Q4 2022* ▸ *Q4 2022*
2d Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.			✓		**Operationalized.** Board approval of 2022 Financial Plan budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.		
2e Develop model bylaws and best practices for use by municipalities and electoral areas.			✓		**Operationalized.** Following the Board adoption of the ***Climate Action Strategy***, actions rolled out as outlined in the Strategy. Guidelines under development to support public and multi-unit building EV charging. Charge your ride campaign executed over Summer 2022.		

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

Board Priorities Dashboard > Progress Report No. 15 – Q3 2022

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CONDITION LEGEND

No issues / Proceeding as planned

Potential or emerging issue/problem

Problem/issue has arisen

Timing has changed

First Nations Reconciliation

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.			✓		**Operationalized.** Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems. Discussions are ongoing with the W̱SÁNEĆ leadership Council regarding an MOU with the CRD, and with Pacheedaht First Nation on involvement in land use decision-making. CRD First Nations Relations staff are supporting CRD planning efforts, and will continue to identify opportunities to support cultural awareness training and events for staff, Directors and commissioners.		
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.		✓		▸ ***FNRC Sept. 7, 2022*** ▸ ***Board Sept. 21, 2022***	A consultant has been retained and work underway to recommend next steps for supporting Indigenous employment at the CRD. Work is ongoing to develop a database of Indigenous-led businesses in the region, to support CRD procurement. Procurement Policy has been amended to create more Indigenous business opportunities with the CRD. The new Indigenous Business Procurement portal will be available Fall 2022. Through ongoing participation in the Te'mexw Treaty Table and the Pacheedaht Treaty Table where invited, seek to work with First Nations on achieving their economic goals. Regular meetings are held with the W̱SÁNEĆ Leadership Council to negotiate a partnership agreement on the implementation of the Solid Waste Management Plan. Topics of discussion include economic opportunities, employment and environmental monitoring.	▸ Staff directed to offer Directors a series of Indigenous intercultural training, learning and coaching opportunities	▸ *2023*
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.			✓		**Operationalized.** CRD First Nations Relations staff continue to support all CRD divisions to collaborate with First Nations in service delivery and in implementation of the Conservation and Protection of Heritage Sites Policy and the approved draft W̱SÁNEĆ Land Altering Works MOU. CRD First Nations Relations staff are supporting multiple CRD divisions to work with First Nations on taking care of the land and water: including Regional Parks, Watershed, Regional Strategic Planning, Integrated Water Services, Environmental Protection, Environmental Resource Management, Housing, and SGI, SSI and JDF parks.		
3d Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management (*Updated May 2022*).			✓		**Operationalized.** Facilitate opportunities for First Nations to share Indigenous understandings of ecological values and guiding principles for taking care of the land and water, as proposed in the Regional Parks Strategy and through ongoing engagement to support ecological asset management planning. Board approved initiative wording update at the May 2022 Strategic Plan check-in.		

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

Advocacy, Governance & Accountability

CONDITION LEGEND: No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.			✓		**Operationalized.** The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SGI EA Administration continues to support third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.		
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.			✓		**Operationalized.** The SSI Water Optimization Study is complete. The water improvement district is now considering options. Provincial direction may be sought in due course. SSI Local Community Commission for electoral approval by way of a referendum October 2022.		
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.			✓		**Operationalized.** The CRD Board approved a motion on January 12, 2022 to support an application to UBCM Community Emergency Preparedness Fund for the Evacuation Route Planning grant and directed staff to provide overall grant management. The CRD will conduct a functional Emergency exercise in October 2022.		
4d Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.			✓		**Operationalized.** Reserve guidelines established and reported back through Finance Committee to CRD Board on July 14th, 2021. The Guideline establishes a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.		
4e Facilitate a discussion of the region's art facility needs and explore partnerships to support 100% participation in the CRD arts function.			✓		**Referred for consideration of the new Board.** At the February Board meeting the defeated recommendation that costs and timeline associated with a region-wide referendum on a full regional performing arts facilities service and policy options for sub-regional performing art facilities services be considered and is referred to the strategic planning session for the new Board.		
4f Explore how the CRD can best contribute to regional economic development.			✓		**Operationalized.** Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. SSI EA Administration contract with REIP is ongoing and regular reporting to the commission will take place as work progresses The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures. Media Release: Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)		

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Accountability

CONDITION LEGEND

No issues / Proceeding as planned

Potential or emerging issue/problem

Problem/issue has arisen

Timing has changed

Corporate Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.			✓		**Operationalized.** The Organization Development Plan continues to be implemented and actions rolled out annually to advance work. CRD has implemented its Communicable Disease Plan, in accordance with regulatory requirements		
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.			✓		**Operationalized.** Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.		
Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.			✓		**Operationalized.** Executing service planning and annual check-in program.		
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.			✓		**Operationalized.** Partnerships directory and guidelines in place. Continue to advance existing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations and identify new partnerships to advance priorities and initiatives.		
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.			✓		**Operationalized.** Website, social media and media channels fully engaged. New engagement platform ***getinvolved.crd.bc.ca*** launched to provide more ways for the public to participate in consultation opportunities virtually. Hartland webcam installed.		

For a summary of completed actions on progress visit: ***www.crd.bc.ca/reporting***

For more information on advocacy, including the CRD advocacy strategy and detailed correspondence list visit: ***www.crd.bc.ca/about/board-committees/board-advocacy***

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

Board Priorities Dashboard

Summary of Completed Actions

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Board Initiatives	Resolutions	Comments
1a Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.	▸ *TC Feb. 27, 2019* ▸ *Board Mar. 13, 2019* ▸ *EAC June 12, 2019* ▸ *Board June 12, 2019* ▸ *TC July 24, 2019* ▸ *COW Jan. 29, 2020* ▸ *PTPSC Oct. 21, 2020* ▸ *Board Nov. 18, 2020* ▸ *PTPSC Dec. 9, 2020* ▸ *Board Dec. 9, 2020* ▸ *Board Jan. 13, 2021* ▸ *TC Apr. 21, 2021* ▸ *Board May 12, 2021* ▸ *Board July 14, 2021* ▸ *TC Oct. 20, 2021* ▸ *Board Nov. 10, 2021* ▸ *Board Dec. 8, 2021*	**Operationalized.** ***Advocacy:*** Letter sent by the Board Chair to the Minister of Transportation requesting participation in the South Island Transportation Planning study. Letter sent advocating for a scope change to include a governance model and also the Electoral Areas under the South Island Transportation Strategy Plan. Requested and received presentation from BC Transit to Committee to input on Transit Planning. EAC advanced SGI transportation feasibility planning. Staff directed to include the establishment of an SGI transportation service in service and budget planning for 2020. Met with Ministry staff July 2019 on South Vancouver Island Multi-Modal Transportation Plan. Transportation Committee Chair provided updates on transportation issues after meeting with Minister of Transportation and a presentation was delivered at the July 2019 Transportation Committee. A follow-up meeting was held in November 2019. MOTI presented the draft Southern Vancouver Island Transportation Plan to the January 2020 Committee of the Whole. Release of the final Southern Vancouver Island Multi-Modal Transportation Plan in summer 2020. Change of direction related to Southern Gulf Islands transportation service and budget planning. MOTI's South Island Transportation Strategy was published on September 18, 2020. Staff brought a report on gaps in regional transportation functions and options to address them to COW. Board directed staff to work with partners to prepare a list of transportation priorities for Board prioritization and begin process to consider governance options. Staff continue to provide technical support to a number of working and steering groups, including for the Uptown Exchange, Highway 17 improvements, Westshore Transit Plan, Island Highway Transit Priority, Victoria Regional Transit System 5-10 Year Plan and Inter-Municipal Business License for Ride-Hailing Discussion Group. ***Advocacy***: Speed enforcement on the Malahat (July 13, 2020). ***Media Release***: CRD Board moves forward with regional transportation priorities (Dec. 10, 2020). Progress report on Ready Step Roll active school program was presented to PTPSC to mark the fifth year of the program. The goal of the initiative is to improve commutes for students and families by providing actionable solutions for partners that can be integrated into local plans. The CRD Board approved the terms of reference establishing a Transportation Committee on January 12, 2021. Since then, staff have been working with municipal, electoral area and agency partners on identifying priority transportation initiatives to inform advocacy with the province and prioritize resources. The Transportation Committee endorsed a recommendation on June 21, 2021 for the CRD to take on a mandate to fill identified transportation priority gaps and to implement advocacy strategies to advance partner led priorities. ***Advocacy***: Regional Transportation Priorities (Jun. 2 , 2021). ***Media Release***: CRD Board confirms Transportation Priorities (May 14, 2021). The CRD Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill identified transportation priority gaps and advance regional transportation priorities. Staff provided letters of support for five of the seven projects that received BC Active Transportation Infrastructure Grants, representing $2.03M of grant funding received in the region. An application has been submitted through the federal Active Transportation Fund. The CRD Board approved the transportation working group Terms of Reference on October 20, 2021 and the first transportation working group meeting was held on December 13, 2021. Starting in 2022, the mandate for Regional Trails was added to the defined purpose of the Transportation Committee and removed from the Regional Parks Committee Terms of Reference. The Board Chair and Vice Chair met with the Minister of Transportation and Infrastructure on October 4, 2021 to discuss regional transportation priorities. The Board Chair sent a briefing note to the Minister requesting improved funding streams for regional active transportation infrastructure. ***Media Release***: CRD Traffic Safety Commission Awards Fifth Annual Cst. Sarah Beckett Memorial Scholarship (Oct. 21 2021). ***Media Release***: CRD Launches Public Engagement on Transportation in Southern Gulf Islands (Oct. 13 2021). ***Board Advocacy:*** Regional Transportation Priorities (Nov. 26 2021).
1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.	▸ *GFC July 3, 2019* ▸ *Board May 11, 2022* ▸ *TC June 15, 2022*	**Operationalized.** Active Board member as Island Corridor Foundation representative. E&N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan. ***Bike BC 1M grant*** awarded May 2019 for phase 3 of the E&N rail trail. ***Media Release***: CRD Recognizes Funders and Partners of E&N Rail Trail to acknowledge over $20 million in grants towards development. The province released the Island Rail Corridor Condition Assessment Report in April 2020. It provided estimated cost and potential phasing scenarios to reinstate rail along the island corridors, including the E&N corridor. The Province's South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor. The Board approved an advocacy motion on May 12, 2021 to plan for the long term need by maintaining and upgrading the E&N right of way for future use as a transportation corridor. Reviewing implications of the recent BC Supreme Court decision related to the ongoing use of the E&N corridor on the Board priority. Staff reported back on advocacy next steps to the Transportation Committee on June 15, 2022. Heighten advocacy for corridor protection by deepening partnerships with Ministry of Transportation & Infrastructure, exploring the potential for partnerships with the four other regional district boards along the E&N corridor and targeting engagement with relevant federal ministries at both the political and senior staff level through letters and meetings.

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
1c Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.	▸ ***Board Feb. 13, 2019*** ▸ ***Board Sept. 11, 2019*** ▸ ***Board Jan. 8, 2020*** ▸ ***Board Mar. 11, 2020*** ▸ ***Board June 10, 2020*** ▸ ***HHC Nov. 4, 2020*** ▸ ***Board Nov. 18, 2020*** ▸ ***HHC Dec. 2, 2020*** ▸ ***Board May 12, 2021*** ▸ ***Board Oct. 27, 2021*** ▸ ***Board May 11, 2022***	In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one located at Spencer Road and the other at Hockley Avenue. Board rise and report on acquisition for Millstream Ridge (Treanor Avenue properties). ***Media Release***: West Park Lane mixed-income housing development project announced with Province. ***Media Release***: Reaching Home Strategy funding from Federal Government secured. ***Media Release***: New affordable homes for seniors coming to Salt Spring Island. Successful consent of electors approval to raise additional funding for Regional Housing First Program. ***Media Release***: CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program. ***Media Release***: CRD Board Approves Bylaw Amendments for the Regional Housing First Program. COVID-19 additional reaching home funding update received by Board in June 2020. Westview officially opened, creating 73 new affordable housing units. Residents began moving into their new homes mid-May 2020. ***Media Release***: CRD Continues to Provide Support for Vulnerable Populations during COVID-19 (April 6, 2020). ***Media Release***: Over 70 New Affordable Homes Opening in Saanich (May 13, 2020). ***Media Release***: Reaching Home Program Continues Focus on Community's Unhoused During COVID-19 Crisis (June 10, 2020). ***Media Release***: Regional Housing First Program Partners Announce Additional Matching Contributions (June 18, 2020). Ministry of Municipal Affairs & Housing and BC Housing ***announcement***, in partnership with CRHC on the Community Housing Fund, securing 58 new units in Langford. Groundwork for SGI Housing Strategy will start in Q4 2020 to pave the way for strategy development in early 2021. Actions from the strategy will be brought forward through service planning next year. ***Media Release***: Housing and Transportation Cost Estimate Study Reveals Impact of Transportation Costs on Household Affordability (July 29, 2020). ***Media Release***: Island Health, Capital Regional Hospital District welcome seniors to The Summit (July 9, 2020). ***Media Release***: 2020 Greater Victoria Point in Time Count Results Announced (July 31, 2020). Plans for a proposed multi-round engagement and consultation on the future of the Oak Bay Lodge property were presented to the Hospitals & Housing Committee. The CRD received $1.9m Fall 2020, in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness. ***Media Release***: Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020). ***Media Release***: CRD makes land contribution request for Rapid Housing program (November 2, 2020). ***Media Release***: Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020). ***Advocacy***: Letter to support Aboriginal Coalition to End Homelessness Society (Mar. 24, 2021). ***Media Release***: Hockley House opens in Langford with 120 new affordable homes (Mar. 26, 2021). ***Media Release***: More than 190 new supportive homes underway in Victoria (Mar. 24, 2021). ***Media Release***: Government of Canada announces support for Rapid Housing Initiative in Capital Regional District (Mar. 24, 2021). ***Media Release***: New homes coming for people in Sooke (Feb. 17, 2021). ***Media Release***: New Housing Relief Fund and Rent Bank Launched in Greater Victoria to help renter households struggling to maintain their housing (Feb. 16, 2021). Three grants ($615,000 Regional Housing Trust Fund grant, $3M Regional Housing First Program grant and $3.25M BC Housing grant) were approved to support the development of 41 affordable and 10 shelter rate rental housing units at 1909 Prosser Road in Central Saanich. The timeframe for the SGI electoral area housing strategy has been adjusted to allow for more time to undertake components related to strategy and engage consultants. ***Media Release***: Capital Region Housing Corporation Board approves 2020 Annual Report (May 13, 2021). ***Media Release***: New Housing and Neighbourhood Community Centre Proposed for Victoria (Jun. 9, 2021). ***Media Release***: More than 50 new affordable homes coming to Central Saanich (Jun. 9, 2021). ***Media Release***: New homes under construction in Sooke (Jun. 11, 2021). The CRD completed the distribution of $3.2M through the Reaching Home COVID-19 Emergency Response Program. The CRD issued Requests for Proposals for an additional $1.8M through the Designated Funding Stream. The CRD allocated $1.2M through the Indigenous Funding Stream for projects in 2021/2022. Round 2 of the Rapid Housing Initiative committed an additional $11.3M in funding to help address the needs of vulnerable residents of the Capital Region. ***Media Release***: Canada announces support for rapid housing in CRD (July 31, 2021). CRHC, in partnership with the CRD and Province of British Columbia, began the construction of 58 new units of affordable housing under the Community Housing Fund. Construction is anticipated to be complete in Fall 2022. ***Media Release***: New affordable housing underway in Langford (July 19, 2021). The SGI Electoral Area Housing Strategy continues to advance. A 2022 SGI Housing Market Analysis has been completed and a Housing feasibility analysis is now underway to better understand challenges and identify solutions related to housing affordability. 2022 CRHC budget approved, including capital plan to increase housing portfolio to 52 buildings and 2002 units. CRHC's Michigan Square redevelopment, a 97 unit affordable housing project in James Bay, received final project approval. Construction is anticipated to begin in 2022, with completion in 2024. CRHC's Caledonia redevelopment received City of Victoria approval for rezoning, OCP amendment and development permit to permit the construction of 158 new affordable housing units in Fernwood. Secured $11.3 Million in funding through the Government of Canada's Rapid Housing Initiative to support the creation of 45 new affordable homes for Indigenous Peoples in the region who are experiencing homelessness. Funding provided through the Reaching Home Program for four new subprojects to prevent and respond to homelessness in the region. ***Media Release***: Canada announces support for rapid housing in Capital Regional District (Nov. 5, 2021). As of end of Q1 2022, $72.2M allocated through RHFP. Anticipated full allocation by end of 2022. Policy framework proposing options for future funding priorities and partnerships is in development. The SGI Housing Strategy has been completed and consideration by the Electoral Areas Committee, the Housing and Hospital Committee and CRD Board is taking place inApril 2022. A white paper on options for a housing partnership program to follow the Regional Housing First Program is in the final stages of drafting and will be presented to the CRD Board on July 13, 2022.

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

Climate Action & Environmental Stewardship

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	▸ *Board Feb. 13, 2019* ▸ *Board Apr. 10, 2019* ▸ *Board Apr. 8, 2020* ▸ *Board May 13, 2020* ▸ *COW Oct. 28, 2020* ▸ *Board Oct. 28, 2020* ▸ *Board Nov. 18, 2020* ▸ *Board Oct. 13, 2021* ▸ *Board Feb, 9 2022*	**Operationalized.** ***Advocacy***: On February 25, 2019 the Board Chair wrote letters to the Federal and Provincial Ministers of the Environment to request that the federal government strengthen progressive partnerships and direct funding, and provide additional support to regional and local governments to achieve accelerated federal and local climate action goals related to both mitigation and adaptation. Letter sent advocating the federal government deliver on climate commitments. Letter sent advocating the provincial government deliver on climate commitments. Resolution declaring a climate emergency at February meeting. Received response from Provincial Minister of Environment on March 29, 2019 advising their commitment to constructive collaboration and looking forward to a continued partnership with the CRD. Advocacy strategy completed. Provided supportive funding and Chair Plant participated in the BC Coalition Institute – Planetary Health: Local and Global event held August 8 – 11, 2019 at the University of Victoria. Submitted detailed feedback in response to the Province of BC's proposed Zero-Emissions Vehicles Act Regulations that will regulate the future sale of zero emission vehicles in the CRD, and BC more broadly. The approach and timeline for the regional neighbourhood pilot program with Transition 2050 partners was being reassessed due to the COVID-19 health emergency. The report on communicating the climate emergency was distributed to local government staff. CRD Residential (Energy) Retrofit Acceleration Strategy was completed with an increase in the number of retrofit rebates offered. The Climate Action program will continue to support promotion of the Provincial rebate program with municipal partners to encourage residents to switch to heat pumps. 2019 Climate Action Annual Report received for information and completed Climate Action Revenue Incentive Program reporting and submitted to the Province June 2020. Completed regional GHG inventory and associated municipal study. Study results shared with municipalities. The Climate Action Program continues to support promotion of the Provincial home heating fuel switching rebate program with municipal partners to encourage residents to switch to heat pumps. Board approved 2021 service plan (community need) related to Climate Action & Adaptation priority at October 28, 2020 meeting. ***Advocacy***: Climate Action Revenue Incentive Program (CARIP) (July 21, 2021). Staff presented new CRD Climate Action Strategy to the Board for approval in October 2021. Per Board direction, staff shared approved plan with electoral areas and municipalities and are pursuing approval of Bylaw No. 4468 to amend the annual requisition for the climate action service to fund new initiatives in this plan. Board adopted Bylaw No.4468 to amend the annual requisition of the climate action service to fund new initiatives in the CRD Climate Action Strategy.
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.	▸ *PEC May 22, 2019* ▸ *Board June 12, 2019* ▸ *Board Oct. 13, 2021*	**Operationalized.** ***Advocacy***: On February 26, 2019 the CRD Board Chair wrote a letter to each CRD Municipality advising of the CRD Board's climate emergency declaration and urging member municipalities to place the letter on an upcoming meeting agenda for council's consideration. Met with Climate Action Program Inter-Municipal Working Group (April 2019) to prioritize new regional initiatives. Presented Corporate and Community Climate Action Annual Reports (June). Meeting schedule increased for the CRD Climate Action Inter-Municipal Task Force. Additional meetings to determine appropriate format, scope interest and ability to support a regional Forum of Community Associations on Climate Change/ Climate Emergency event in 2020. Delivered an educational workshop on 'Communicating Climate Change' with Climate Change expert. Hosted Climate Action Inter-Municipal Working Group meeting. Forgoing a regional forum of community associations on climate change/climate emergency and instead plan to support a regional pilot program with Transition 2050 partners to enable neighbourhood leaders take climate action at home. Hosted Climate Action Inter-Municipal Working Group meeting to review current projects and discuss priorities and lessons learned related to accessing grants for efficiency programs. Hosted Climate Action Inter-Municipal Working Group quarterly meeting, and inter-municipal meeting to share implementation lessons regarding BC Energy Step Code implementation. Launched neighbourhood Transition 2050 'Bring It Home 4 Climate Program (wrapping December 2020) to encourage residential energy retrofits. ***Media Release:*** Homeowners Can Access Energy Retrofit Support Through New Climate Program (August 11, 2020). Submitted a FCM Community Efficiency Funding grant application for a regional energy retrofit design study. Hosted 4th annual Walk and Wheel to School week to encourage active travel. Implemented neighbourhood Transition 2050 'Bring It Home 4 Climate' Program to encourage residential energy retrofits. Collaborated with Saanich and Victoria to execute a social media campaign to increase electric vehicle (EV) awareness and uptake across the capital region. Completed first phase of regional residential energy retrofit program business case. Received FCM Community Efficiency Financing program grant to undertake detailed design study. Led a co-application for Natural Resources Canada's Zero Emission Vehicle Infrastructure Program grant. With City of Victoria and District of Saanich, supported 40 regional Grade 4-6 classrooms in participating in BC Sustainable Energy Association's Cool It! Program. Both phases of the regional retrofit program business case are compete. Staff led the co-application for the Natural Resources Canada Zero Emission Vehicle Awareness Initiative. Alongside municipal partners, the CRD continues to promote and support provincial home heating fuel rebate programs, including the Bring It Home 4 the Climate Program. Following the Board adoption of the Climate Action Strategy, actions will be rolled out as outlined in the plan.

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Climate Action & Environmental Stewardship

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	▸ ***Board Mar. 13, 2019*** ▸ ***Board May 8, 2019*** ▸ ***Board June 12, 2019*** ▸ ***PEC Sept. 4, 2019*** ▸ ***Board Sept. 11, 2019*** ▸ ***Board Feb. 12, 2020*** ▸ ***ESC July 15, 2020*** ▸ ***Board Aug. 12, 2020*** ▸ ***Board Sept. 9, 2020*** ▸ ***ESC Sept. 16, 2020*** ▸ ***Board Oct. 14, 2020*** ▸ ***Board Nov. 18, 2020*** ▸ ***ESC Jan. 20, 2021*** ▸ ***Board Feb. 10, 2021*** ▸ ***ESC Feb. 17, 2021*** ▸ ***Board Mar. 10, 2021*** ▸ ***Board July 14, 2021*** ▸ ***ESC July 21, 2021*** ▸ ***Board Oct. 13, 2021*** ▸ ***Board April 13 2022*** ▸ ***Board May 11, 2022***	Solid Waste Management Plan proposed strategies and targets approved by Board (Summer 2019). Staff conducted first round of public consultation on the proposed strategies and targets for the new Solid Waste Management Plan (Fall 2019). ***Media Release***: CRD Seeks Input for a New Solid Waste Management Plan (Oct. 18, 2019). Solid Waste Management Plan 'What We Heard' report was presented to the Solid Waste Advisory Committee June 2020 and will be sent to Committee and Board in July 2020. Pending Board approval, staff will proceed with community and local government consultation on the draft Solid Waste Management Plan in 2021, including targeted engagement with residents in the areas of Hartland Landfill, Prospect Lake, Willis Point and Highlands. Findings from the Hartland Traffic Study will also be incorporated into future consultation efforts on this draft plan. Staff proceeded with community and local government consultation on the draft Solid Waste Management Plan in November 2020, including targeted engagement with residents in the area of Hartland Landfill. ***Media Release***: CRD seeks feedback on draft Solid Waste Management Plan (Nov. 18, 2020). Staff completed community and local government consultation on the draft Solid Waste Management Plan in February 2021, including targeted engagement with First Nations groups and residents in the area of Hartland Landfill. This input has informed the final draft plan that will be considered by the Board in Q2 2021. ***Media Release***: CRD Board to Consider Final Draft Solid Waste Management Plan in May (Mar. 31, 2021). Staff presented the final Solid Waste Management Plan to the Board for approval in May 2021. The Board endorsed this final draft as well as next steps for implementation, including submitting the plan to the Province in July 2021 and immediately beginning work on priorities for the first three years of the plan. ***Media Release***: CRD Board Approves Solid Waste Management Plan (May 12, 2021). Presented short-term solid waste work plan to the Board for information in October 2021.Began implementation of the short-term work plan according to the priority area timeline. Staff issued a Request for Qualifications seeking submissions for the design and construction of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas. CRD staff and FortisBC have executed a supply contract that will be submitted to the British Columbia Utilities Commission for approval this spring. ***Media Release***: CRD seeks proposals for landfill gas upgrade project (Mar. 22, 2021). On April 30, 2020 the CRD provided the required short-term biosolids contingency plan to the Ministry of Environment & Climate Change Strategy. Announced approval in principle of an agreement where FortisBC will purchase Renewable Natural Gas (RNG) generated from Hartland Landfill for beneficial use in its natural gas distribution system April 2020. ***Media Release***: Renewable Natural Gas Project Proposed for Hartland Landfill (April 22, 2020). Staff submitting CRD Terms of Agreement for Renewable Natural Gas Initiative (RNGI) at Hartland Landfill to Fortis BC October 2020. FortisBC will add their Terms for a coordinated submission to the BC Utilities Commission in 2021. The Ministry has approved the Biosolids contingency plan and the CRD announced it's MOU with K'ENES Transportation in October 2020. ***Media Release***: CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020). ***Advocacy***: Short-Term Management of CRD Biosolids (July 30, 2021). In June 2021, the BC Utilities Commission approved the Terms of Agreement for the Renewable Natural Gas Initiative with FortisBC. After shortlisting industry submissions, staff will initiate an invitational Request for Proposals process for the design, construction and operation of a new facility beginning in 2023. The facility will upgrade the biogas generated at Hartland Landfill to renewable natural gas. Initiated an invitational Request for Proposals process for the design, construction and operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas beginning in 2023. ***Media Release***: CRD Celebrates Waste Reduction Week with Giveaway, Public Tours (Oct. 18, 2021). Continued implementation of the short-term solid waste work plan, including creation of a solid waste municipal working group, development of a new waste reduction grant program and ongoing exploration of resource recovery and technology opportunities. ***Media Release:*** CRD Explores New Policies to Divert Waste from Hartland Landfill (May 12, 2022). Continued the procurement process with invited proponents for the design, construction and operation of a new facility that will upgrade biogas generated at Hartland Landfill to renewable natural gas in 2023.

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Climate Action & Environmental Stewardship

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
2d Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.	▸ *Board Apr. 10, 2019* ▸ *PEC Oct. 23, 2019* ▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *Board Nov. 13, 2019* ▸ *Board Mar. 11, 2020* ▸ *Board Mar. 18, 2020* ▸ *Board Apr 8, 2020* ▸ *Board May 13, 2020* ▸ *Board June 10, 2020* ▸ *Board June 24, 2020* ▸ *RPC Sept. 30, 2020* ▸ *RPC Jan. 27, 2021* ▸ *Board Feb. 10, 2021* ▸ *RPC Feb. 24, 2021* ▸ *Board Mar. 10, 2021* ▸ *Board July 14, 2021* ▸ *Board Oct. 27, 2021* ▸ *RPC Nov. 24, 2021* ▸ *Board Nov. 10, 2021* ▸ *Board Dec. 8, 2021* ▸ *RPC Jan. 26, 2021* ▸ *Board Feb. 9, 2021* ▸ *Board Mar. 16, 2022*	**Operationalized.** ***Advocacy***: advocating the protection of Sooke Hills Regional Park. ***Media Release***: CRD Board Approves Extension of the Land Acquisition Fund (Nov. 14, 2019). Decision to renew the Land Acquisition Fund for an additional 10 years (2020-2029) at a levy of $20/household and that land acquisitions be funded with an averaged contribution from community partners at an additional 25% and that an additional $925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets. Financial Plans approved with several amendments, including a new approach to administering the highly successful Parks Land Acquisition Fund, with an additional $925,000 each year for capital reserves to fund the refurbishment and replacement of existing assets. ***Media Release***: CRD and CRHD Boards Approve 2020 Financial Plans. ***Media Release***: CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island (Mar. 20, 2020). Regional Parks 2020 to 2021 Land Acquisition Criteria approved. Regional Parks management planning underway for Mount Work, East Sooke and Matheson Lake/Roche Cove Regional Parks. Staff directed to report back on options to improve capacity of the Parks Acquisition Fund. Mount Work Regional Park Management Planning report received for information June 2020. Terms of Reference approved for the Mountain Biking Advisory Committee and committee members appointed. ***Media Release***: Public encouraged to complete surveys for park management plans (August 18, 2020). Parks Acquisition Fund options presented as part of 2019-2022 Parks & Natural Resource Management Service Planning. Facilitator hired for the Mountain Biking Advisory Committee and Fall meeting schedule confirmed. 2019-2022 Parks & Natural Resource Management service planning approved. ***Media Release***: CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020). ***Media Release***: CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020). ***Media Release***: Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020). ***Media Release***: CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020). ***Advocacy***: Park Land Acquisition (Dec.14, 2020). CRD Regional Parks and Trails 2020 year in review submitted to Board. The Regional Trails Widening Study was received by Board for information and staff directed to conduct public engagement. The Board endorsed the appropriateness of the property tax requisition as the primary revenue source for operating costs and staff directed to report back on additional options for parking revenues as part of the Parks strategic planning process. Mountain Biking Advisory Committee completed final report. ***Media Release***: CRD Regional Parks rolls revenue generation into Strategic Plan (Mar. 11, 2021). Public survey and virtual open houses completed to get feedback on the Regional Trails Widening and Lighting project. Sustainable Funding Model for Future Land Acquisitions approach approved by Board. ***Media Release***: CRD Regional Parks Presents Mountain Biking Guidelines to Board (April 23, 2021. ***Media Release***: New life to be breathed into Elk and Beaver lakes (May 4, 2021)**.** ***Media Release***: CRD Regional Parks acquires addition to Mount Work Regional Park (May 17, 2021. ***Media Release***: CRD Seeks Public Feedback on Regional Trails Widening and Lighting (May 25, 2021) A contract for the design and construction of the oxygenation system at Elk and Beaver Lakes was awarded. ***Media Release***: E&N Rail Trail Atkins Avenue and Savory School Complete (July 30, 2021). Board approval of Provisional budget and decision to implement a new Financial Model to raise funds to acquire regional parks. Board decision to extend the 2021 Regional Parks Strategic Plan's term for eight months and that staff bring back an updated Strategic Plan for Board approval in July 2022. Mountain Biking Opportunities in Regional Parks report received. ***Media Release***: CRD Regional Parks signs license agreement with Sooke Bike Club (Dec. 1, 2021). Board approval of 2022 Financial Plan including budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.
2e Develop model bylaws and best practices for use by municipalities and electoral areas.	▸ *PEC July 24, 2019* ▸ *Board Aug. 14, 2019* ▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *PEC Nov. 27, 2019* ▸ *ESC July 15, 2020* ▸ *Board Aug. 12, 2020* ▸ *RPC Oct. 28, 2020* ▸ *Board Nov. 18, 2020*	Initiated residential retrofit acceleration project. Notice of motion to reduce expanded Polystyrene Foam Waste presented to committee and Board. Staff reported back on the notice of motion to reduce expanded Polystyrene Foam Waste with options and implications for creating a model bylaw to ban single use expanded polystyrene waste items including cups and containers. Staff reported on the Province's recent Order-in-Council amending the BC Recycling Regulation as a result of feedback received on its Plastics Action Plan consultation paper. Once in effect, these changes will provide residents with new recycling alternatives and help address issues associated with a variety of single-use items. Staff submitted a response to the Province's Recycling Regulations Policy Intentions Paper on November 19 providing feedback on a range of opportunities to expand product regulation and the EPR program. Initiated Capital Region Coastal Flood Inundation Mapping Project to provide future sea level rise mapping that may inform local government flood construction level-related policies. Capital Region Coastal Flood Inundation Mapping Project data collection work completed. Results and associated data shared with municipalities and First Nations. Completed the regional analysis to understand electric vehicle (EV) charging performance to coordinate local government bylaws and results shared with local governments in April 2020. Completed first phase of a regional forest carbon sequestration analysis. Completed Regional Electric Vehicle Charging Roadmap. The CRD shared the results of the Regional Electric Vehicle (EV) Charging Roadmap with Board, and hosted a stakeholder webinar. Hosted a Zero Emission Vehicle Transportation showcase as part of the Zero Emissions Fleet Initiative Partnership with UVic in October 2021. Supported municipalities in preparing for next phase of BC Energy Step Code implementation by coordinating three workshops with local governments and industry.

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

First Nations Reconciliation

Board Priorities Dashboard

Summary of Completed Actions

Board Initiatives	Resolutions	Comments
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	▸ *Board June 12, 2019* ▸ *FNRC Feb. 26, 2020* ▸ *Board Mar. 11, 2020* ▸ *Board Oct. 14, 2020* ▸ *COW Oct. 28, 2020* ▸ *Board Oct. 28, 2020* ▸ *Board Nov. 18, 2020* ▸ *Board Jan. 13, 2021* ▸ *FNR May 26, 2021* ▸ *Board Jun. 9, 2021*	**Operationalized.** Ministers responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Provincial government staff responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Discussions with ministry staff ongoing. Suggestion to also engage via UBCM in addition to continued dialogue between CRD staff and ministry staff. Forum of All Councils event explored the opportunity to support more inclusive decision-making with First Nations as outlined in CRD Statement of Reconciliation. Forum of All Councils event summary and recommendations submitted to the First Nations Standing Committee. Staff reports prepared for First Nations inclusion on CRD Board standing committees and remuneration to support increased First Nations participation. Amended CRD Procedures Bylaw to include First Nations elected officials in identified CRD decision-making structures. Draft amendments to CRD Board Remuneration and Travel Reimbursement Policy and a draft First Nations Remuneration Policy presented to the First Nations Relations Committee in November 2020. Draft amendments to the CRD Board Procedures Bylaw and the identified Board Standing Committee and Advisory Committee Terms of Reference to include First Nations' elected representatives in CRD governance presented to the First Nations Relations Standing Committee Board for approval. Staff were instructed by the Board to further engage the Nations for feedback, and provide the drafted Terms of Reference and Bylaw amendments to the Nations. The CRD Board Chair, and CRD CAO have been meeting with the various Nations' Chiefs and Councils to present this information and receive feedback from the Nations. Terms of Reference approved for all CRD Standing Committees be amendeed to allow for First Nation Member participation at their pleasure in accordance with CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee. All closed matters will be directed to the Regional Board, where First Nation Member participation can be determined no an item-by-item basis. Amendments to the CRD Board Remuneration And Travel Expense Reimbursement Policy include First Nation Members, including all standing committees and set remuneration rates for First Nation Members. CRD First Nations Relations staff are supporting CRD Parks staff in park planning efforts. ***Media Release***: CRD Board approves inclusion of First Nations in regional governance and decision-making (Jan. 13, 2021). The WSÁNEC Leadership Council has nominated a Tsartlip First Nation Councillor and alternate to join the CRD committee tables. Staff have provided an initial orientation session and will continue to provide any further assistance that the Nation Members may require to attend meetings. Staff are continuing with outreach to other local Nations that may have interest in participating on CRD committee tables. The CRD Board endorsed Intercultural Skills Training in June 2021, which will support CRD Directors in building positive, respectful and reciprocal working relationships with First Nations participating in CRD Board standing, advisory, select committees and commissions. CRD First Nations Relations staff continue to support CRD Parks staff in park planning efforts. Staff continue with outreach to local First Nations that may have interest in participating on CRD committee tables. The Tsartlip First Nation has nominated a Councillor and Alternate to join the CRD committee tables. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems. There are now bi-annual meetings between the Pacheedaht First Nation, Board Chair and staff. Staff distributed a survey to CRD Directors to assist in the development of an Intercultural Skills Training session. The training program would build positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees. Staff are communicating with Cultural Training providers to obtain quotes and program outlines for the development of a Cultural Safety Training Program for both CRD staff and CRD Directors A provider has been contracted to provide Intercultural Skills Training for CRD Directors in February 2022, to support the creation of a program that would support building positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees. A provider has been identified to offer Cultural Safety Training Program for both CRD staff, with training sessions scheduled for spring 2022.

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

First Nations Reconciliation

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	▸ *FNRC Sept. 18, 2019* ▸ *Board Jan. 13, 2021* ▸ *FNRC May 26, 2021* ▸ *Board Jun. 9, 2021* ▸ *FNR, April 27, 2022* ▸ *Board May 11, 2022*	First Nations Relations Service Plan and budget amendment to include resources for Economic Development Feasibility Study. Feasibility Study of First Nations Economic Development Model process started. CRD is working with Victoria Native Friendship Program IMDEES by offering job shadow opportunities for individuals that have had challenges entering the workforce. CRD, along with Canada Summer Jobs, has engaged an Indigenous community member as Recycling Outreach Assistant through Summer/Fall 2019 to build accountable relationship with communities and better understand needs and barriers related to waste management. IWS working towards water and wastewater service agreements with local First Nations. Completed First Nations Economic Development Partnership Model Feasibility Study. Through the Economic Partnership Model from the Indigenomics Institute the First Nations Relations Division formulated three initiative business cases to begin implementation in 2021: First Nations Economic Opportunity Portal, First Nations Internship Program and Cultural Confidence Training Program. Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Board motion approving participation in the Coastal Communities Social Procurement Initiative. December 2020 letters were sent to local First Nations informing them of additional Reaching Home COVID-19 Funding that was available, detailed information on how to apply was provided. To date there are three First Nations with projects underway to support providing temporary and long term housing, and basic needs such as groceries, transportation, and personal hygiene supplies. Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations. The CRD Board endorsed the First Nations Honorarium Policy on June 9th which establishes consistency, and appropriate recognition for First Nations when they provide voluntary service such as sharing traditional knowledge, blessings, welcomes, and cultural ceremonies, in support of CRD projects and activities. Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Panorama Rec Center is working with Tsawout First Nation to facilitate lifeguard training for seven youth from their community. As recommended by the Economic Partnership Model from the Indigenomics Institute, the CRD is working towards establishing a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Staff have revised the approach to the Indigenous internship program, based on lessons learned from similar programs. Staff anticipate retaining a consultant to scope a program that will support cultural safety for Indigenous interns, meet the needs of the local First Nations and support service delivery. The program will align with requirements of the collective agreement. The resulting scenarios will be assessed and brought forward for 2023 service planning. Web content created outlining requirements and process for 'working with the CRD' to support Indigenous-led businesses to bid on CRD projects. Work is ongoing to develop a database of Indigenous-led businesses in the region to support CRD procurement. A consultant has been retained and work underway to recommend next steps for supporting Indigenous employment at the CRD. Work is ongoing to develop a database of Indigenous-led businesses in the region, to support CRD procurement. Procurement Policy has been amended Through ongoing participation in the Te'mexw Treaty Table, and now also invited to join the Pacheedaht Treaty Table, seek to work with First Nations on achieving their economic goals.

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

First Nations Reconciliation

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	▸ *Board Mar. 13, 2019* ▸ *Board June 12, 2019* ▸ *FNR Sept. 22, 2021*	**Operationalized.** Board received information report on archaeology policy and procedures. Amendment to Capital Regional Board Procedure Bylaw to add Territorial Acknowledgment. Archeology services retained through creation of Standing Offer List to support CRD-led projects. Meetings with WSÁNEC leadership and cultural monitors to develop archaeology protocol. Archaeology protocol policy approved. Promoted the celebration of National Indigenous History Month and Indigenous Peoples Day in June 2020 and June 2021. Supported and promoted Orange Shirt Day, Every Child Matters on September 30th, 2020. Corporate wide training to support the new Protection and Conservation of Heritage Sites underway with bi-annual training opportunities moving forward. The Land Altering Works MOU between the WSÁNEC Leadership Council (WLC) and the CRD has been approved in its draft form by the Board to begin engaging in quarterly discussions between the WLC and CRD project managers to review upcoming land altering works taking place in WSÁNEC territory, and receive feedback from the Nations on the proposed works. Ongoing liaison support through the First Nations Relations Division for Parks staff and Southern Gulf Island Commissioners to support their requests for the inclusion of Indigenous language, place names and territorial acknowledgment in parks signage when possible. The CRD is working with the Nations to renew water and wastewater servicing agreements. The WSÁNEC Leadership Council (WLC) and the CRD through the approved draft WSÁNEC Land Altering Works MOU continue meeting quarterly to review upcoming works taking place in WSÁNEC Territory, and receive feedback from the Nations on the proposed works. Regional Parks working with First Nations to include language and perspectives on new park kiosks. Corporate-wide training is underway to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch's Remote Access to Archaeological Data (RAAD) tool. Training includes additional archaeology and cultural awareness training opportunities offered to SGI Commissioners. ***Statement:*** National Day for Truth & Reconciliation (Sept. 23, 2021). Corporate wide training to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch's Remote Access to Archaeological Data (RAAD) tool are underway including additional archaeology and cultural awareness training opportunities offered to SGI Commissioners. Archaeological Chance Find Training has been provided to staff involved in land altering works projects.
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.	▸ *FNR Sept. 22, 2021* ▸ *Board May 11, 2022*	**Operationalized.** Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions. A recommendation was approved at the First Nations Relations Committee meeting for staff to proceed with ongoing, existing projects and activities that identify and proactively value ecological features in the region and support strategic engagement of First Nations regarding ecosystem values, taking care of land and water, Indigenous languages and place names.

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Advocacy, Governance & Accountability

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	▸ *EAC Mar. 13, 2019* ▸ *EAC July 10, 2019* ▸ *Board July 10, 2019* ▸ *EAC Jan. 8, 2020* ▸ *Board Jan. 8 2020* ▸ *Board Feb. 12, 2020*	**Operationalized.** CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the Connected Coast project proposal. Inclusion in various programs is greatly enhanced with a Board endorsed broadband strategy. Staff directed by EAC March 2019 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 2019 to MLA Olsen. Advancing Southern Gulf Island Phase 1 connectivity strategy through community and stakeholder engagement. Staff meeting with citizen services to investigate pilot opportunities for connectivity on Southern Gulf Islands. Stakeholder engagement underway throughout Fall/Winter 2019. ***Media Release***: CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands (Nov. 6, 2019). In July 2019, Board authorized the submission of an application to the BC Rural Dividend Program for Southern Gulf Islands Connectivity Design Strategy and confirmed support for this project through its duration. In October 2019 the Provincial government canceled this grant opportunity. Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. Received a grant from the Provincial Government to advance Phase 2 of the Connectivity Design Plan. Funding secured and engineering firm engaged to conduct broadband infrastructure design plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review. The CRD Board has supported two requests by Internet Service Providers for federal funding aimed at improving service in the Southern Gulf Island electoral area. ***Advocacy***: Letter to Innovation, Science and Economic Development Canada (Mar. 15, 2021). The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SSI EA Administration continues to support for third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	▸ *Board Jan. 9, 2019* ▸ *EAC Mar. 13, 2019* ▸ *EAC Apr. 10, 2019* ▸ *EAC July 10, 2019* ▸ *Board July 10, 2019* ▸ *EAC Sept. 11, 2019* ▸ *Board Sept. 11, 2019* ▸ *Board Feb. 12, 2020* ▸ *Board Sept. 9, 2020*	**Operationalized.** Resolution supporting the submission of a grant application for $25,000 to the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as a grant application for $100,000 to the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. EAC directed staff to bring back service establishment amendments to remove JDF EA from livestock kill compensation. EAC directed staff to consult with community groups BC Transit, and BC Ferries to define a service model that would best serve the transportation needs of the Southern Gulf Islands. Establishment of a Southern Gulf Islands transportation service in service and budget planning for 2020. ***Advocacy:*** Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). ***Advocacy***: Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). ***Advocacy***: Request for Order in Council - CRD Electoral Areas (November 13, 2019). ***Media Release***: Salt Spring Island water study receives provincial support (Aug 19, 2019). Salt Spring Water Optimization Study Terms of Reference completed and contractor selected to carry out study. Bylaw No. 4325 Bylaw to establish community safety service on Salt Spring Island introduced and staff directed to conduct an alternative approval process for Bylaw 4325. ***Media Release:*** Alternative Approval Process Begins for Salt Spring Island Community Safety Service (Oct. 29, 2019). At the close of the deadline date of December 9, 2019 for receipt of elector responses, it was determined that more than 910 elector response forms had been received and therefore elector approval by alternative approval process was not obtained. Submitted a letter of support for the application by TELUS to the Province of British Columbia Network BC Connecting British Columbia program and to the Canadian Radio-television and Telecommunications Commission Broadband Fund for a funding contribution towards the transport and last mile project for Jordan River - Port Renfrew. ***Advocacy***: Electoral Areas Rural Status (January 31, 2020). ***Advocacy***: Telus Resolution (February 13, 2020) North Ganges Transportation project tendered in March 2020 with construction started in June 2020. ***Advocacy***: Electoral Areas Rural Status (July 17, 2020). ***Advocacy***: Investing in Canada Infrastructure Program (Sept. 22, 2020). Service planning and business case modeling underway to create a new SGI Transportation service that will address public transit, active transport and inter-island water travel needs. Submitted a UBCM grant application for active transportation route mapping. SSI Transportation Committee conducted a Strategic Planning session to set direction for annual capital priorities and the Salt Spring Island Water Optimization Study draft has been finalized with the province and Improvement District. Contract for the Rural Dividend grant project to establish a shared business services model has been awarded to Rural Island Economic Partnership. Contract for the SGI Transportation Integration Plan has been awarded. ***Media Release***: CRD and North Salt Spring Waterworks District Release Water Optimization Study (Mar. 31, 2021). The development of the terms of reference has been deferred until the SSI water optimization consultation is complete (timing still to be determined). May require Provincial direction. ***Media Release***: CRD Initiates Study to Support Transportation Options in the Southern Gulf Islands (Apr. 28, 2021).

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Advocacy, Governance & Accountability

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	▸ *EAC July 8, 2020* ▸ *Board July 8, 2020* ▸ *PTPSC July 15, 2020* ▸ *EAC Nov. 4, 2020* ▸ *Board Nov. 18, 2020* ▸ *EAC Feb. 10, 2021* ▸ *Board Feb. 10 2021* ▸ *EAC May 12, 2021* ▸ *Board May 12, 2021* ▸ *Board Oct. 13, 2021* ▸ *Board Dec. 8, 2021* ▸ *Board Jan. 12, 2022*	**Operationalized.** The Regional Emergency Management Partnership (REMP) Strategic Plan and work plan was reviewed and approved with work on a Regional Concept of Operations and Hazard Vulnerability analysis to continue. Successful in grant applications of $25,000 for the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as $100,000 for the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. Policy group meeting held with Board Chair and Federal Minister. Shared concept operations papers with several First Nations about how to work to advocate to work together in the case of a regional emergency. Regional concept of operations circulated to municipal CAOs to approve Memorandum of Understanding on operational protocol. Currently have 12 of 13 municipalities and two First Nations confirmed. Coordinated response to proposed new modernization of the BC Emergency Act submitted January 2020. Participated through the Regional Emergency Management Partnership in a Regional Hazard, Risk and Vulnerability Assessment (HRVA) exploring three regional hazards of snow storm, extreme heat, and earthquake along with multiple stakeholders from multiple-sectors from across the capital region identifying disaster risk reduction strategies. Submitted Regional Emergency Management Partnership overview, 2019 highlights and role in COVID-19 report. Received $25,000 grant for the Electoral Areas Emergency Operating Centre Supplies Procurement Project. Province released its ***'What we heard' report***. The feedback period for the report ran until September 30, 2020. SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated and shared with EMC. As part of the Firesmart project, submitted a UBCM grant application to update Community Wildfire Resiliency Plans. The CRD advocated to CREST to urgently find alternative method of providing emergency telecommunication in the Juan de Fuca area. Electoral Area Volunteer Fire Service Regulatory Review reported on and staff directed to report back with operational, administrative, and governance strategies to meet and sustain regulatory compliance and funds be reallocated from operational reserves for 2021 to be available for a temporary increase in staff resources to support fire services to attain compliance. Public Alert Notification System RFQ process complete and contract awarded. Successful applications submitted to UBCM for the FireSmart initiative and for the Emergency Operations Centres and Training Grants. The Emergency Management Software contract has been signed and now moving to implementation. The new Public Alert Notification System contract was signed and the service has been transitioned to the new provider. The RFP for Fire Dispatch Services has been finalized for Bylaw 3854 participants. The CRD has been issuing notices through the new Public Alert Notification system since May 2021. The system has been performing as expected. ***Media Release***: Salt Spring Island Fire Protection District and CRD announce new working relationship (July 2, 2021). The implementation of the Emergency Management Software for Protective Services has been completed. Deployment to other departments will continue over the next year. Policy Group Meeting for the Regional Emergency Management Partnership was held on November 8, 2021 and annual report received for information. The Fire Dispatch provider transition was successfully completed on December 7, 2021. ***Media Release***: Provincial Disaster Financial Assistance Available to CRD Electoral Area Residents (Nov. 22, 2021). The CRD Board approved a motion on January 12, 2022 to support an application to UBCM Community Emergency Preparedness Fund for the Evacuation Route Planning grant and directed staff to provide overall grant management.
4d Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	▸ *GFC Oct. 7, 2020* ▸ *Board Oct. 14, 2020* ▸ *COW Oct. 28, 2020* ▸ *Board Oct. 28, 2020* ▸ *Board Mar. 24, 2021* ▸ *Board May 12, 2021* ▸ *Board Mar. 16, 2022*	**Operationalized.** Staff working to develop process for transparent, multi-criteria decision making on Initiative Business Case (IBC) review to drive service planning and ultimately financial budgets. Also working to develop measures for adequate reserve balances across services. Financial Planning guidelines approved by Board. New quarterly operational variance reporting implemented. An overhaul of the business planning process was started in the 2019 and continues through 2021. A prioritization and decision-making methodology has been developed. It will be reviewed annually to ensure it is reflective of the CRD's operating context. Financial Services will undertake a review of best practices in reserve balances for all services in 2021. Service plans for 2021 were approved by COW in October 2020. Staff reported back on priorities and decisions made to achieve sustainable budgets and work plans. Direction and strategy for 2022 will be set at annual Board check-in in late spring. A review of best practices in reserve balances will be undertaken for all services in 2021. ***Media Release***: Public feedback encouraged on CRD and CRHD 2021 provisional financial plans (Oct. 29, 2020). Staff brought reserve balances, analysis, modelling and two draft reserve guideline iterations through ELT. Government Finance Officers Association US & Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting. ***Media Release***: Capital and operating financial plans approved for 2021 (Mar. 24, 2021). This initiative has been accelerated and a report on reserve balance measures and gaps/surpluses will be submitted to the Finance Committee for its consideration in July 2021.

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Advocacy, Governance & Accountability

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
4e Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	▸ *GFC July 3, 2019* ▸ *GFC Oct. 2, 2019* ▸ *PAFSC Jan. 29, 2020* ▸ *Board June 24, 2020* ▸ *Board July 8, 2020* ▸ *GFC Oct. 7, 2020* ▸ *Board Oct. 14, 2020* ▸ *Board Jan. 13, 2021* ▸ *Board Mar. 10, 2021* ▸ *GC Apr. 7, 2021* ▸ *Board Apr. 12, 2021* ▸ *PAFSC May 5, 2021* ▸ *PAFSC Sept. 8, 2021* ▸ *Board Sept. 8, 2021* ▸ *Board Oct. 13, 2021* ▸ *PAFSC, Dec. 8, 2021* ▸ *Board Dec. 8 2021 - deferred* ▸ *PASC, Jan 19, 2022* ▸ *Board Feb. 9, 2022*	**Operationalized.** In 2017/2018 staff along with Arts commission chair embarked on a roadshow to encourage participation in the Arts Development Service, resulting in net 1 participant increase to the service (+Sooke, +SGI, -Sidney). To advance a regional discussion on arts facilities, GFC supported two recommendations: to establish a Select Committee to facilitate a discussion of regional arts facilities; and to have the Arts Commission and Royal & McPherson Theatres Services Advisory Committee report on the potential for full participation in their respective Services. Regional Arts Facilities Select Committee first meeting held. Terms of Reference approved. Request for Proposal for a consultant to facilitate the arts facilities discussion approved and posted. Select committee confirmed proceeded with public engagement through COVID-19. External consultant presented electronic engagement plan to committee and ensured activities are in accordance with Public Health Officer guidelines. Updated CRD Arts & Culture Support Service Strategic Plan and submitted to Board June 24, 2020. Phases of the project included pre-consultation meetings, the development of a facilities inventory and analysis, in-depth interviews with key community members and an online survey that attracted over 500 participants. Public engagement, including workshops to vet and validate learning outcomes and propose future actions, completed in Fall 2020. Implementation and implications of the consultant's recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD report received and direction to staff to add additional funds to the 2021 final budget. Creation of a Performing Arts Facilities Select Committee (PAFSC) whose purpose will be to define the scope and functions of a regional service that will lead to the establishing bylaw for the Performing Arts Facilities Service. PAFSC directed staff to develop a service bylaw, service plan and a process to consult with municipalities, electoral areas, arts organizations, and other bodies. The PAFSC reviewed an establishing bylaw for a new region-wide Performing Arts Facilities Service and approval processes. The PAFSC recommended the new service to the CRD Board with an accompanying region-wide Alternative Approval Process. The CRD Board passed motions to approve the establishing bylaw, but defeated a motion to proceed by way of region-wide Alternative Approval Process. ***Media Release***: Creativity and resilience of regional arts sector highlighted in Arts & Culture Progress Report (July 14, 2021). Board referred matter back to the Performing Arts Facilities Select Committee for further review of regional and sub-regional options.
4f Explore how the CRD can best contribute to regional economic development.	▸ *GFC July 3, 2019* ▸ *Board July 10, 2019* ▸ *GFC Oct. 2, 2019* ▸ *Board Oct. 9, 2019* ▸ *Board Mar. 11, 2020* ▸ *Board May 13, 2020* ▸ *GFC July 29, 2020* ▸ *Board Aug. 12, 2020* ▸ *EAC Sept. 9, 2020* ▸ *Board Sept. 9, 2020* ▸ *GFC Dec. 2, 2020* ▸ *Board Dec. 9, 2020*	**Operationalized.** ***Advocacy:*** Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application. Advocacy plan presented to Committee and Board and approved. ***Media Release***: Shared Business Services Model Gains Momentum for Salt Spring Island (May 27, 2019). Staff presented with Ministry of Citizen Services on Broadband Connectivity across BC's rural islands at the Rural Islands Economic Forum (RIEF) in November 2019. Board Chair recommended proposed for an Economic Recovery Forum to be held. This proposed forum would be intended to bring together elected officials, business leaders and other stakeholders where we could discuss potential region-wide initiatives. Board Chair participated in the Opportunity in Recovery: Discussing BC's post COVID-19 future on June 17.2020 Community Economic Development Commission Five Year Financial Plan to fund a project with Rural Island Economic Partnership (REIP) to develop an online business directory and marketing plan for rural businesses. ***Advocacy:*** COVID-19 and Community Works Funds (April 27, 2020). ***Advocacy:*** South Island Leaders Unite to Address Economic Crisis and Recovery (April 16, 2020). Staff presented report on the regional role in economic development. The CRD continues to have a strong interest in supporting a regional economic development strategy and partnering with senior levels of government and stakeholders. In SGI, relationships have been established for collaboration at relevant provincial and federal level. External grants and funding opportunities collated and promoted through commissions. Approved the Rural Dividend amendments and staff authorized to direct award contract to Rural Islands Economic Partnerships Society. CRD allocated $1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission (CESC) is now coordinating with SSI Community Economic Development Commission (CEDC) for regional economic resiliency. Contract was executed with Rural Island Economic Partnership (RIEP) for Shared Business Service Model. Island Food Security report was presented to the SGI CESC. Commission is now exploring funding options for development and implementation partnerships. Board endorsed three applications to the Investing in Canada Infrastructure Program - COVID-19 Resilience Infrastructure Stream to support all three electoral areas. The 2021 work program for the Southern Gulf Islands Economic Sustainability Commission (CESC) is underway and includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security and transportation planning. ***Media Release***: Island Coastal Economic Trust expands to more communities (Feb. 19, 2021). ***Advocacy***: COVID Safe Restart Grants - AVICC (Feb. 22, 2021) - UBSM (Jan. 29 2021). Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. REIP's work is ongoing and regular reporting to the commission will take place as work progresses. The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures. ***Media Release***: Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)

Accountability

Corporate Priorities Dashboard

Summary of Completed Actions

Corporate Initiatives	Resolutions	Comments
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.	▸ *Board Mar. 18, 2020*	**Operationalized**. Organizational Development Plan Actions updated for 2019, 2020 and 2021 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented. Ensure CRD systems and policies are aligned to significantly improve workplace decision-making and business tracking, including alignment with business continuity requirements. Significant focus on the review and implementation of a comprehensive Human Resource Information System (HRIS), aligned to our current Enterprise Resource System (SAP), and continued review of OHS safety elements tied to certificate of recognition. Starting mid-March 2020 a significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic. Occupational Health & Safety created the Safety Exposure Control Plan, as well as additional documents outlining health and safety protocols in line with WorkSafeBC. Application for Certificate of Recognition (CoR) for audit postponed to 2021 due to the COVID-19 pandemic. Service plan initiative prepared for the implementation of the HRIS as part of the service planning process but deferred to 2021. Successfully recruited Occupational Health and Safety Manager. Occupational Health & Safety continue to update and create new documents outlining health and safety protocols in line with WorkSafeBC. Preparation for Fall COVID planning, including new Human Resource processes. Face coverings were circulated to all staff. **Many media releases have been distributed as a result of COVID-19. For a full list click here.*
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.	▸ *Board Mar. 13, 2019* ▸ *GFC Oct. 2, 2019* ▸ *PEC Oct. 23, 2019* ▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *Board Mar. 11, 2020* ▸ *COW Oct. 28, 2020* ▸ *Board Oct. 28, 2020*	**Operationalized.** Asset Management Policy & Strategy approved by Board, with a prioritized multi-year phased implementation starting with the Core Area Sewer Service. Incremental impacts included in provisional budget; 2 FTEs and a one-time costs of $125k. Regional Parks Sustainable Service Delivery Plan Report Card approved by PEC and Board. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. Sustainable Service Delivery Plans are being developed across multiple service areas. Regional Parks Sustainable Service Delivery approved by Board. A corporate risk management framework has been established and processes embedded in capital planning processes to support resource prioritization. A supporting asset componentization guide has been developed. Guide has been applied to Core Area Wastewater Treatment Project to ensure robust asset lifecycle risk analysis. Initiative approved through service planning to develop life-cycle costing policy & procedures to improve business case options development and decision-making. Staff brought revisions to the Board approved investment policies of CRD and CRHC (March 2020) to consolidate, align investment goals and diversification, as well as formalize social responsible investment parameters. New manager for asset management has been on-boarded and material progress has been made on the implementation of the enterprise asset management strategy. Related policies have been drafted and over a third of the organization's planned development of sustainable service delivery plans have been drafted or are underway. On track to develop the life-cycle costing framework and procedures by end of the year. Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.
Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.	▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *Board Mar. 18, 2020*	**Operationalized.** Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process. Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020. Board conducted the 2019-2022 Board Priorities Annual Check-in May 2020. First phase of the 2021 service planning process (initiative identification and prioritization) was completed June 2020. Changes were implemented this year, following the 2019 service planning review. Moving forward with financial planning work as well as Community Needs Summary development in line with target deadlines. Service planning reports for 2021, which included new KPIs, were reviewed by committees and commissions between September and October. The CRD Board approved the report and the Provisional Budget on October 28, 2020. Direction and strategy for 2022 were set at annual Board check-in in late spring 2021.Executing service planning and annual check-in program.
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.	▸ *GFC Nov. 4, 2020* ▸ *Board Nov. 18, 2020*	**Operationalized.** Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Provide core funding to various not-for-profit groups under operating agreements. Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Partnerships guidelines prepared and existing formal partnerships captured in directory. Continue work to seek new partnerships and transition informal partnerships to formal. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.

Accountability

Corporate Priorities Dashboard

Summary of Completed Actions

Corporate Initiatives	Resolutions	Comments
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.	▸ *Board May 8, 2019* ▸ *Board June 12, 2019* ▸ *Board Dec. 11, 2019* ▸ *Board Mar. 18, 2020*	**Operationalized.** The 2019 Organizational Development Plan actions include implementing new systems to review polices, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies. Transparency initiatives endorsed by the Board, including a rise and report webpage and a monthly Board Highlights report. ***Media Release***: CRD Launches Transparency Initiatives (Dec. 9, 2019). The Board Highlights monthly e-newsletter (launched December 2019) sends a summary of key agenda items and Board decisions directly to your inbox, with links to related materials and webcasts for in-depth review. The rise and report section of the CRD website (launched December 2019) publishes decisions that were made in-camera once they are ready for public release. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Staff developing signage to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. EA email accounts have been activated for residents to send questions and comments to the CRD for response in a timely manner. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Closed CRD offices re-opened to the public June 1, 2020. Signage and other measures taken to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. Launched the water outages map allowing customers of the Juan de Fuca Water Distribution System and Local Service Areas to view current water outages online. New corporate sign strategy approved and aligned with best practices. CRD Bike Map is now available online in a digital format to help riders find the best route conveniently on desktop or mobile device. Launched the new engagement platform getinvolved.crd.bc.ca to provide more ways for the public to participate in consultation opportunities virtually.

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OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

APPENDIX D
CORPORATE CLIMATE CHANGE INITIATIVES

Staff completed the procurement process to contract Waga Energy, through its subsidiary Hartland Renewable Resource Group, to design, build and operate a new CRD facility that will upgrade the biogas generated at Hartland Landfill to Renewable Natural Gas. Under this contract, Waga Energy will both design and build the new biogas upgrade facility and decommission the site's current landfill gas to electricity plant by September 2024. This project is expected to reduce the capital region's greenhouse gas emissions by approximately 450,000 tonnes of carbon dioxide over the next 25 years.

This summer, the CRD executed a region-wide outreach campaign called *Charge Your Ride* to encourage the adoption of electric vehicles (EVs) and electric bicycles (e-bikes). Thanks to a federal Zero Emission Vehicle Awareness Initiative grant, a team was able to directly engage over 3,800 residents at 20 community events and 3 large test drive and ride events across the region, building awareness around EVs, EV charging, and e-bikes. The CRD also offered four free e-bike courses at various locations throughout the region for residents to get more comfortable with riding an e-bike safely. The CRD collaborated with Capital Bike, the Victoria EV Association, and EmotiveBC to connect residents with experts and give them hands-on experiences. Staff also continued planning the second phase of the *Charge Your Ride* program with a focus on capacity building for electricians, automotive technicians, fleet managers and strata owners, starting this fall.

Staff participated in and provided feedback in two provincial policy initiatives. First, staff submitted a comprehensive response to the first formal review of the Provincial Zero Emissions Vehicle Act and Regulation. Staff collaborated with colleagues in the provincial Electric Vehicle Peer Network to ensure that the response reflects the needs of the region as the zero emissions vehicle market grows. Staff also participated in a stakeholder engagement reviewing provincial policy options that would require the efficiency of space and hot water systems to achieve a minimum of 100%. This regulation is aimed at significantly cutting fossil fuel use in the province. The province has signalled that it will be implemented by 2030, or earlier, where feasible.

Over this quarter, planning activities for the regional residential retrofit program advanced with staff consulting with and informing contractors about the upcoming service. The consultation confirmed that the service as designed will support retrofits in the region. A marketing design study was also undertaken to inform program branding. Staff led a procurement process for a third-party delivery agent, and City Green Solutions was the successful contractor. The program is expected to launch in late October, subsequent to the municipal election.

The CRD was successful in receiving $150,000 through UBCM's Community Emergency Preparedness Fund – 2022 Extreme Heat Risk Mapping, Assessment, and Planning Grant Stream to support the Capital Region Extreme Heat Vulnerability Mapping Dashboard. This project was made possible thanks to a regional effort to stack grant funding from the CRD, City of Victoria, District of Saanich, Town of Sidney and City of Langford for this regional-scale project. The project aims to collect local data and indicators to develop a heat vulnerability mapping index to support regional and local emergency management and climate adaptation planning efforts. Staff will work closely with municipal partners, Island Health and community agencies to execute this project over the coming year.

With the financial support of a successful application to the Green Municipal Fund Community Building Retrofit Program, staff selected a consultant, completed site visits, and began the development of a Greenhouse Gas Reduction Pathway feasibility study for three CRD recreation centres: Panorama Recreation Centre, SEAPARC Leisure Complex and Rainbow Road Aquatic Centre. This study will identify energy and greenhouse gas-reducing opportunities in these three sites, with the goal of developing a pathway to net-zero carbon emissions by 2050, in line with the targets of the CRD Climate Action Strategy.

In September, staff hosted a CRD Climate Action Inter-Municipal Working Group meeting to review current projects and initiatives, discuss priorities and share learnings related to regional climate action.

Advocacy Dashboard > Quarter 3 – 2022

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-01-02	**Property Purchase Tax on housing properties acquired by CRD**	Request and advocate for the Ministry of Finance to exempt the CRHC from Property Purchase Transfer Tax (PPTA) on affordable housing property purchases.	✓	✓		✓	CAO correspondence to Provincial Property Tax Enquiries Agency and Minister of Finance requesting that the CRHC be granted an exemption from PPTA on affordable housing purchases. CRHC Board Chair Helps to lead any advocacy. Letter to Property Transfer Tax Enquiries Letter to Minister James	Report on Provincial Budget Submissions indicates no relief. In relation to this request, in March 2021, BC Assessment made CRHC properties exempt from property tax consistent with CRD owned properties.
20-01-01	**Speed Enforcement on the Malahat**	Move forward with a trial of point to point interval cameras on the Malahat.	✓		✓	✓	Letter to Minister Farnworth	
20-01-02	**Increased Transit Funding**	Request for new investments and reliable annual funding to support increased public transportation.	✓	✓	✓	✓	Letter to Prime Minister Trudeau, Premier Horgan, Minister McKenna and Minister Garneau. Email from the Prime Minister's Office Email from the Office of the Premier Letter from Minister Trevena Letter from Minister McKenna	

Advocacy Dashboard > Quarter 3 – 2022

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-01-01	Aboriginal Coalition to End Homelessness Society	Request federal and provincial funding to support the Aboriginal Coalition to End Homelessness Society.	✓			✓	Letter to support Aboriginal Coalition to End Homelessness Society March 24, 2021	
21-01-02	Regional Transportation Priorities	Confirm the CRD Board's Regional Transportation Priorities.	✓			✓	Letter to Minister Fleming Met with Minister Fleming by teleconference October 4, 2021 Letter to Minister Fleming Virtual Meeting with Minister Fleming March 31, 2022	
22-01-01	Vancouver Island Rail Corridor	Request the federal government to provide an update on their position regarding the protection of the Island Rail Corridor.	✓			✓	Letter to MP Randall Garrison Letter to MP Laurel Collins Letter to MP Alistair MacGregor Letter to Minister Fleming Letter to Minister Alghabra Letter from Minister Fleming Meeting with MP Alistair MacGregor August 17, 2022	

Advocacy Dashboard > Quarter 3 – 2022

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	Climate Emergency	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	✓	✓	✓	Letter to Premier Horgan Letter to Minister McKenna Representation from all CRD local governments on Climate Action Task force and staff Working Group sharing information and collaborating on projects. Partner with NGO's, Academic Institutions and Utilities with staff support through shared research, policy development and program delivery.	Quarterly update to enhance Annual Community and Corporate Climate Action reporting.
19-02-02	Climate Action Leadership	Seek Strategic partnership	✓				Letter to Minister Heyman Response from Minister Heyman Letter to Minister McKenna	Continue to seek partnership with senior governments.
20-02-01	Solid Waste Policy Advocacy	Ongoing Association of Vancouver Island Coastal Communities special committee on provincial Solid Waste policy and diversion programs.	✓			✓	Link to policy resolutions submitted to AVCC for debate, if passed would move on to UBCM then if passed would move to Province. Parliamentary Secretary Malcolmson toured the Hartland Landfill in early May. Memo to Parliamentary Secretary Malcolmson.	
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to Minister Heyman Met with Minister Heyman by teleconference on February 17, 2021.	

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

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	✓			✓	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation. Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOŁEŁP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.	Ongoing
22-03-02	First Nations Reconciliation	Secure Provincial capacity funding to support government to government relationship building with First Nations to support efforts towards reconciliation.	✓			✓	Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-04-01	Electoral Areas Rural Status	Change in definition for CRD electoral areas to rural for various Federal and Provincial Funding programs.	✓	✓		✓	Letter to Premier Horgan and then follow up to MLA Olsen. Letter to Premier Horgan requesting the CRD Electoral Areas of Salt Spring Island, Southern Gulf Islands and Juan de Fuca in the regions be approved for investment by Islands Coastal Economic Trust. Letter to Minister Bains requesting inclusion of the rural Southern Gulf Islands in the regional jurisdiction of the Community Futures Cowichan Valley office. Letter to Minister Joly regarding inclusion of the Southern Gulf Islands in Community Futures. Board Chair Plant met with Minister Kahlon to discuss Islands Coastal Economic Trust on December 21, 2020. Letter to Strathcona Regional District writing in support of the CityWest applications to the Federal Universal Broadband Fund and the Provincial Economic Recovery Intake programs. CRD Board Chair and Electoral Area Directors met with Minister Kahlon by video conference on February 12, 2021.	Ongoing

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

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

Advocacy Dashboard > Quarter 3 – 2022

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-02	Abandoned Boats	Advocate for additional federal funding to continue program and ask Federal Government to take on 100% of costs.	✓		✓		Letter to Minister Garneau CRD and Dead Boat Society have an MOU to partner on Abandon Boat identification and disposal. The Society and its partners are advocating for continued Federal funding to take on the project directly.	Ongoing
19-05-03	Canada Goose Management Strategy	Ask Federal Government to enhance non-migratory goose management approach.	✓				Letter to Minister McKenna Letter to Minister Wilkinson Letter from Minister Wilkinson	Ongoing
19-05-05	Deer Management	Encourage province to take responsibility for wildlife.	✓	✓			Letter to Ministers Popham, Heyman and Donaldson Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from Nancy Liesch, ED, Natural Resources	Ongoing
19-05-06	Elk & Beaver Lake Remediation	Seek funding partnership from federal and provincial government as a capital project, CRD would commit some funds.	✓	✓	✓	✓	Board Chair Plant leading Board advocacy with the Premier and local MLAs. Saanich is member partner. Staff researching how other lakes received grants. Letter to Minister Popham Board Chair Plant and CAO Lapham met with Minister Popham December 11, 2019. Letter to Minister Popham Funding was announced by the Province on May 4, 2021 in a Media Release.	Enhanced service plan proposal for 2020.

Advocacy Dashboard > Quarter 3 – 2022

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-07	Weed Control Invasive Species	Ask Province to add additional species to weed control regulation.	✓				Letter to Minister Donaldson Letter from ADM Paul Rasmussen	Ongoing
19-05-08	Ocean Legacy Foundation Report	Seek favourable consideration and action on the five recommendations in the report.	✓				Letter to Minister Heyman Letter from Minister Heyman	Ongoing
20-05-01	Advocate to allow stacking of gas tax funds to contribute projects for municipalities and electoral areas	Ask Federal Government to change the way this operates for municipal governments.	✓	✓	✓	✓	Resolution sent to Association of Vancouver Island and Coastal Communities meeting January 2020 and reply letter from FCM Resolutions	
20-05-03	Request province develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation oriented solutions for SSI and SGI	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to Minister Trevena Letter from Minister Trevena	
20-05-04	Write to UBCM and FCM asking them to advocate to the Federal	Asking for relaxed guidelines in light of economic and financial impacts for up to	✓	✓			Letter to UBCM and FCM Board Chair and CAO had call with FCM on May 21 Board Chair and CAO had call with UBCM on June 4	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result of the COVID-19 pandemic	one year subject to local government due diligence and as long as expenditures are in the public interest.					Letter from FCM Letter from UBCM UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is in engaged in discussions with FCM and the Federal Government to utilize the gas tax funding model for recovery funding and granting. There continue to be challenges with Regional District EAs with respect to the request for funding non profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval. EA continue to what to pursue funding approvals for non profit services. UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks.	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.	
21-05-01	Opioid Overdose Crisis	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	✓		✓	✓	Resolution to UBCM and AVICC.	
21-05-02	Letters of Congratulations to Locally Elected Members of Parliament	Relationship building, discuss issues of mutual interest and establish regular means of communication.	✓				Letter to Local Member of Parliament MacGregor Letter to Local Member of Parliament May Letter to Local Member of Parliament Garrison Letter to Local Member of Parliament Collins Virtual Meeting with MP Collins January 14, 2022 Virtual Meeting with MP MacGregor January 28, 2022	

Capital Regional District
Quarterly Operating Variance Report - Q2, 2022
Service Budgets Greater than $1,500,000

		Operating Expenses							Operating Revenue						
			Year to Q2			Annual Forecast				Year to Q2			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2021 % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2021 % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation
1.010	Legislative & General	29,930,014	12,358,100	41%	39%	27,447,000	8%	Forecasted one-time savings on timing of staff vacancies and challenges with hiring, and some deferral of HRIS and ERDMS consultancy to 2023. Support services delivering core services as planned.	29,930,014	9,257,392	31%	34%	29,593,000	1%	Half of the revenue is derived from allocations to other services; one-third is funded by requisition, with the balance from reserves, grants and other revenue. Some minor savings due to reduction in reserve funds being required.
1.105	Facility Management	2,002,250	861,922	43%	42%	1,792,000	11%	Service involves the provision of facilities management services to CRD HQ and satelite facilities. Savings experienced in Q1 and Q2 due to staff vacancies, but is forecasted to be partially caught up through the use of auxiliary staff in Q3-Q4.	2,002,250	887,539	44%	37%	1,877,000	6%	Revenue largely from the provision of facilities management services. Projected to be under budget due to temporary staff vacancies.
1.106	CRD Headquarters Building	1,815,620	973,940	54%	53%	1,796,000	1%	Service has seen some timing delays in operating expenditures as a result of capital activities altering the operations of the building, but is anticipated to be on plan for the year.	1,815,620	928,031	51%	50%	1,844,000	-2%	Service provides office space to other CRD services and is on plan.
1.226	Health Facilities - VIHA	1,658,419	977,244	59%	49%	1,678,000	-1%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA and any surplus refunded to VIHA.	1,658,419	766,274	46%	49%	1,678,000	-1%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA and any surplus refunded to VIHA.
1.280	Regional Parks	16,859,411	5,555,486	33%	31%	16,639,000	1%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Forecasted temporary staff vacancies on new service levels for 2022 are largely offset by increased temporary auxiliary backfill, and one-time costs for studies and deferred maintenance.	16,859,411	1,124,017	7%	7%	16,916,000	0%	Revenues are primarily from requisition and are on plan.
1.297	Arts Grants & Development	3,006,402	773,702	26%	21%	2,987,000	1%	Service is a grant funding service, which had limited grant distribution in Q1 and Q2. Projecting to disburse remaining budget for grant funding to arts organisaitons in the remaining quarters.	3,006,402	201,411	7%	6%	3,022,000	-1%	Revenues are primarily from requisition, and forecast slightly above plan due to additional internal recovery.
1.310	Land Banking & Housing	2,932,259	1,654,665	56%	59%	2,782,259	5%	Operating expenses under budget at Q2, with some annual savings forecasted from temporary staff vacancies.	2,932,259	1,296,498	44%	49%	2,917,259	1%	Service is largely on plan where revenue is approximately 50% grants and 50% requisition. Minor reduction in PM fee (grant) revenue due to temporary staff vacancy.
1.311	Regional Housing Trust Fund	5,302,666	349,902	7%	6%	2,829,591	47%	Expenses are driven by grants to 3rd party housing service providers, which can vary based on eligibility and selection. Any surpluses are carried forward. One grant was provided in Q2.	5,302,666	4,345,807	82%	78%	5,302,666	0%	Service is on plan where revenue is about 80% from surplus carryforward, 20% from requisition.
1.318	Building Inspection	1,792,001	700,453	39%	43%	1,644,066	8%	Forecasted savings due to temporary staffing vacancies for Building Inspector and Admin Clerk and lower travel expenses.	1,792,001	966,864	54%	39%	1,941,641	-8%	Service is funded approximately by 70% permit fee revenue, with balance funded by requisition and reserve. Permit fee revenue forecasted higher due to increase in permit requests on Salt Spring Island.
1.324	Regional Planning Services	2,193,512	1,248,518	57%	39%	2,116,906	3%	Forecast lower than budgeted due to temporary staff vacancies for planning assistant position, auxiliary staff support and lower training and office supply costs.	2,193,512	735,959	34%	22%	2,202,271	0%	Revenue is approximately 54% requisition and 39% planned transfer from ORF. Actuals forecasted to be in line with plan.
1.40X	SEAPARC	4,328,565	1,860,192	43%	42%	4,010,000	7%	Service levels continue to recover towards pre-pandemic levels. Savings due to temporary non-program staff vacancies expected to continue into Q3. Forecasted to be on plan with usual seasonal increase in activity and programming through rest of the year.	4,328,565	491,117	11%	11%	4,298,000	1%	Revenues are approximately 70% from requisition; 30% fees. It is anticipated that higher activity in the remaining quarters will result in actuals in line with plan.
1.44X	Panorama Rec. Center	9,869,066	4,267,728	43%	41%	9,722,000	1%	Service levels are recovering to pre-pandemic levels. Minor forecasted savings due to some temporary non-program staff vacancies. Seasonal increase in activity projected through rest of the year.	9,869,066	2,094,493	21%	19%	9,892,000	0%	Revenues are approximately 55% from requisition; 45% fees. It is anticipated that higher activity in the remaining quarters will result in actuals in line with plan.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	875,063	44%	42%	1,991,466	0%	Service levels are recovering to pre-pandemic levels. Hours for the Pool have been expanded since Q1 to include Saturdays, resulting in increased auxiliary staff costs. Emergency repairs to the Portlock Park office required in Q2 due to flooding.	1,988,640	182,046	9%	7%	1,998,686	-1%	Service expansion for the Pool to include Saturdays has resulted in higher pool fees and service revenue. Funding for emergency repairs due to flooding at the Portlock Park office recovered through one-time insurance revenue.
1.521	Environmental Resource Management	25,126,320	11,972,681	48%	48%	25,237,749	0%	Operational services are continuing as planned, and forecasted to be in line with budget for the year. Landfill Operations expenses are forecasted to be higher than budget by $50k.	25,126,320	16,208,558	65%	65%	29,354,449	-17%	Overall Solid Waste Revenue for 2022 is forecasted to be higher than budget due to increased tipping fee revenues from quantity of solid waste being received. Recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted.
1.576	Environmental Engineering Services	2,558,433	1,092,724	43%	38%	2,486,000	3%	Service provides engineering and project management services to mulitple services the CRD's recreation and environmental management services. Forecasted savings for temporary staff vacancies.	2,558,433	1,383,353	54%	49%	2,577,000	-1%	Revenues are driven by providing services to other CRD services and cost recovery which continue to operate as planned. Recovery revenue from CRD service forecasted to be inline with annual budget.
1.577	IW - Environmental Operations	12,251,889	5,846,450	48%	48%	11,993,288	2%	Overhead service budget, continuing to deliver services as planned. Forecasted savings for the year due to temporary staff vacancies.	12,251,889	6,432,447	53%	52%	12,899,683	-5%	Revenues are a result of infrastructure operations providing services to CRD utilities, which continue to operate as planned. Recovery revenue forecasted to generate a favourable variance.
1.578	Environmental Protection and Water Quality	8,639,511	3,903,028	45%	46%	8,288,532	4%	Overhead service budget, continuing to provide service as planned. Forecast largely on budget, with some savings on temporary staff vacancies.	8,639,511	4,250,791	49%	51%	8,361,321	3%	Revenues are driven by providing services to other CRD services that generally continue to operate as planned.
1.911	911 Systems	2,532,090	1,292,492	51%	50%	2,516,547	1%	This service collects 911 levies from phone carriers and distributes a percentage to participating municipalities. Fixed contracts and debt servicing costs are on track with budget. Forecasted reduction in 911 levies from phone carriers.	2,532,090	1,142,938	45%	44%	2,522,027	0%	Sources of revenue are fixed source requisitions, lease revenue, and variable 911 levies received from phone carriers. Forecasting minor reduction in revenues due to a drop in 911 levies.
1.921	Regional CREST	1,764,110	879,882	50%	50%	1,762,610	0%	This is a contribution service that provides support to CREST based on service agreement. Operating expenses are on track with budget.	1,764,110	101,792	6%	6%	1,762,610	0%	Operating revenues are primarily requisition and are on plan.
2.610	Saanich Peninsula Water Supply	7,517,025	2,948,677	39%	45%	7,500,626	0%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to be in line with budget.	7,517,025	3,109,755	41%	50%	7,570,000	-1%	Revenues are driven by seasonal water sales. Demand is forecast below prior year actuals, however it is in line with budgeted amount and a small favourable variance is expected for 2022.
2.670	Regional Water Supply	36,539,270	14,340,067	39%	37%	36,348,493	1%	Operational services and system maintenance are continuing as planned. Some savings forecasted due to temporary staff vacancies which will be partially offset by increased cost of material and supplies.	36,539,270	15,411,970	42%	48%	36,858,000	-1%	Revenues are driven by seasonal water sales. Demand is forecast below prior year actuals, however it is in line with budgeted amount and a small favourable variance is expected for 2022.
2.680	Juan de Fuca Water Distribution	22,560,391	6,808,128	30%	38%	22,364,057	1%	Operational services and system maintenance are continuing as planned. Operational savings forecasted due some temporary staff vacancies, which will be partially offset by a slight increase in bulk water purchases.	22,560,391	8,585,767	38%	41%	22,727,600	-1%	Revenues are driven by seasonal water sales. While demand is expected to be below prior year actuals, water consumption is projected slightly above plan for 2022.
3.717	Core Area Wastewater Operations	29,742,711	13,918,191	47%	33%	25,603,481	14%	Operating expenditure savings on electricity, chemicals, and repairs & maintenance continue as new infrastructure is optimized. Labour charges at the plant are on budget. Reduced residual treatment payments due to operational optimization issues at the Residual Treatment Facility have provided temporary savings. Service overall is forecasted to have a favourable variance at year end.	29,742,711	778,115	3%	3%	28,866,470	3%	Service revenues are primarily from requisition. Forecasted revenue from reserve is reduced due to delays in operational readiness of the OMS receiving facility at the Residual Treatment Facility.
3.718	Saanich Peninsula Wastewater	4,681,095	2,059,202	44%	40%	4,174,806	11%	Service delivering on plan. Current expenditures forecast a favourable variance as a result of operational delays on the OMS receiving facility.	4,681,095	58,984	1%	1%	4,626,785	1%	Revenues are approximately 95% from requisition, 5% other. Overall forecasted to be in line with budget.
3.755	Regional Source Control	1,647,875	841,412	51%	47%	1,651,715	0%	Operational services are continuing as planned and forecasted to be in line with budget for the year.	1,647,875	136,224	8%	12%	1,651,715	0%	Service revenue is primarily from requisition. Overall revenue is expected to be on plan.
	Total Services above	239,239,545	*87%*						239,239,545	*87%*					
	Other CRD Services	37,084,784	*13%*						37,084,784	*13%*					
	Total CRD	276,324,329							276,324,329						

Capital Regional District
Quarterly Operating Variance Report - Q2, 2022
Service Budgets Greater than $1,500,000

		Operating Expenses							Operating Revenue						
			Year to Q2			Annual Forecast				Year to Q2			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2021 % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2021 % of Budget	$ Annual Forecast	% Budget (over)/under	Explanation
CRHD	Capital Regional Hospital District	33,950,390	11,153,806	33%	32%	33,343,502	1.8%	Forecasted savings in administration due to the deferred hiring of a new capital planner term position, as well as net savings in property management and feasibility studies budgets.	33,950,390	3,168,850	9%	9%	33,383,232	1.7%	Forecasting less reserve funds will be required due to deferral of new capital planner term position and savings on property management and feasibility studies. Revenues primarily from requisition.
	Total CRHD	33,950,390							33,950,390						
CRHC	Administration	3,005,316	1,248,829	42%	43%	2,751,487	8%	Savings forecasted due to temporary staff vacancies.	3,005,316	1,465,680	49%	49%	3,005,316	0%	Revenues are directly tied to property management fees, and forecasted on plan.
CRHC	Development Services	566,273	191,821	34%	28%	474,957	16%	Savings forecasted due to temporary staff vacancies.	569,800	203,201	36%	25%	474,957	17%	Revenues are directly tied to capital project fees, and forecasted under budget due to temporary staff vacancies.
CRHC	UOA buildings	12,520,664	6,126,352	49%	51%	12,386,684	1%	Forecasted in line with budget. Small savings in salaries in Q1 offset by one-time maintenance expenses; salaries and expenses have normalized in Q2.	12,716,418	6,470,588	51%	50%	12,828,797	-1%	Revenues are approximately 85% revenue from tenant rents and 15% from subsidy grants. Revenue forecasted slightly higher than budget due to some small rent increases.
CRHC	ILBC building	685,970	336,828	49%	49%	679,813	1%	Forecasted to be in line with budget. Small savings in electricity in Q1. Q2 expenses have normalized.	691,795	331,652	48%	43%	677,550	2%	Revenues are approximately 50% revenue from tenant rents and 50% from grants tied to occupancy controlled by Island Health. Small reduction to forecast due to tenant vacancies.
CRHC	NOA buildings	1,558,549	727,677	47%	45%	1,501,312	4%	Forecasted to be in line with budget. Some minor savings expected from timing of refinancing costs.	1,683,290	831,431	49%	50%	1,673,076	1%	Revenues are 100% from tenant rents. Forecasted slightly below budget due to Q1 vacancies, which have stabilized in Q2 and are anticipated to remain as planned.
CRHC	RHFP buildings	7,984,357	3,997,671	50%	32%	7,989,849	0%	Forecasted to be in line with budget. Small savings in salaries offset by one-time maintenance and utilities expenses.	8,333,320	4,011,073	48%	40%	8,177,733	2%	Revenues are 100% from tenant rents. Forecast slightly below budget due to tenant vacancies.
CRHC	IHI building	709,454	400,850	57%	46%	755,577	-7%	$51K water damage in Q2 offset by some small savings in salaries. Forecasted to be over budget in 2022.	857,510	418,437	49%	52%	847,192	1%	Revenues are 100% revenue from tenant rents. Slightly below budget due to Q1 vacancies, which have stabilized in Q2 and are anticipated to remain as planned.
	Total CRHC	27,030,583							27,857,449						
	Total Services (CRD + CRHD + CRHC)	337,305,302							338,132,168						

Capital Regional District

2022 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2022 Budget Amendment or included in 2023 Capital Plan)

			Quarter 2						Total 2022				Status of Total Project Plan			
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Variance $ (over) / under**	**Variance % (over) / under**	**Q2 Variance Explanation (if necessary)**	**Total 2022 Amended Budget (as per approved budget)**	**Total 2022 Forecast**	**Total Forecast Variance $ (over) / under**	**Total Forecast Variance % (over) / under**	**Scope**	**Timing**	**Budget**	**Notes**
CRD																
Integrated Water Services	Core Area Wastewater	Core Area Wastewater Treatment Project	4,087,500	1,250,000	435,347	814,653	65%	Substantial completion for the project was achieved in 2021, with remaining commitments being extinguished in 2022 and through the end of the warranty period for the wastewater treatment plant in Q1 2023. Other long term commitments to external stakeholders will be addressed and completed into 2023 and beyond, as outlined within the CAWTP business case.	16,350,000	3,935,582	12,414,418	76%		R		S - on plan T - closeout costs complete in Q1 2023 B - on plan
	Core Area Wastewater	Bowker Sewer Rehabilitation	800,000	120,000	34,598	85,402	71%	Tendering services complete and construction contract awarded. Consultant effort associated with construction services to continue until construction commences in 2023 during next dry weather period. Overall project remains within scope and budget. Completion of project currently estimated to be Q3 of 2023.	8,475,000	293,919	8,181,081	97%		R		S - on plan T - completion deferred to 2023 B - on plan
	Core Area Wastewater	Marigold Electrical and Building Upgrades	250,000	50,000	16,085	33,915	68%	Review of design work continued in Q2 in order to prepare for construction in Q4 and into 2023. Project is on scope and budget, with completion is deferred to 2023.	2,200,000	250,721	1,949,279	89%		R		S - on plan T - completion deferred to 2023 B - on plan
	Core Area Wastewater	Annual Provisional Emergency Repairs	250,000	250,000	61,188	188,812	76%	Q2 spend a result of close-out costs from emergency sanitary sewer connection work at a local school. Other spending for purchase of maintenance tool of critical infrastructure components. Overall project costs will fluctuate throughout the year dependent on magnitude, scope, and urgency of emergency repairs required. Project forecast to remain in scope and budget.	1,000,000	639,299	360,701	36%				S - on plan T - on plan B - on plan
	Core Area Wastewater	SCADA and Radio Assessment	200,000	20,000	15,061	4,939	25%	Q2 work on development of SCADA master plan. Requirements gathering and scoping of work continues. Main component purchases still delayed until the end of 2022, with majority of spending occurring in 2023.	800,000	131,500	668,500	84%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Water Supply	Goldstream IWS Field Office	100,000	-	5,446	(5,446)	-100%	Design work began end of Q2, continuing in Q3 & Q4. Construction deferred to begin in 2023. Overall project in scope and budget.	3,350,000	509,177	2,840,823	85%		R		S - on plan T - construction deferred to 2023 B - on plan
	Regional Water Supply	Replacement of UV System	300,000	10,000	43,482	(33,482)	-335%	Procurement activity proceeded through Q2, delaying start of detailed design to Q3. equipment purchases and construction to be deferred into 2023, based on resource availability. Overall project remains in scope and budget.	3,100,000	420,410	2,679,590	86%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Water Supply	Butchart Dam No. 5 Remediation	500,000	25,000	13,197	11,804	47%	Project management costs incurred in Q2 related to monitoring of Phase 1 remediation, completed in 2021. 2022 costs are forecast to be for further monitoring throughout the year, to determine if phase 2 remediation work is required. If Phase 2 remediation is required, construction will be deferred to 2023. Overall project in scope and budget.	2,000,000	73,018	1,926,982	96%		R		S - on plan T - construction deferred to 2023 B - on plan
	Regional Water Supply	Replace Gatehouse at Goldstream Entrance	750,000	200,000	18,033	181,967	91%	Excavation for beginning construction, delayed in Q2 due to availability of contractor. Construction to begin in Q3 and forecast to be substantially completed in Q4, with some closing costs in early 2023. Overall project remains in scope and on budget.	1,710,000	1,674,495	35,505	2%				S - on plan T - completion planned for Q4 2022 B - on plan
	Regional Water Supply	RWS Supply Main No. 4 Upgrade	400,000	10,000	-	10,000	100%	Internal resource constraints and project prioritization resulted in delay. RFP delayed to Q4, construction delayed to late 2023. Overall project on scope and budget.	1,500,000	30,000	1,470,000	98%		R		S - on plan T - construction deferred to 2023 B - on plan
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)	-	-	-	-	0%	Supply chain issues and availability impacting ability to procure electric vehicles for 2022. Limited number of vehicles expected to be received in Q4, with remainder forecast for 2023 and 2024	1,205,250	320,000	885,250	73%		R		S - on plan T - deliveries delayed to 2023 and 2024 B - on plan
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA	-	5,000	33,970	(28,970)	-579%	Installation and procurement in Q2 ahead of schedule - some Q3 minor parts and installation work done in Q2. Planning and design expected in Q4 with bulk of work to be completed in 2023. Overall project in scope and budget.	1,000,000	666,068	333,932	33%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Water Supply	Main No.3 Segment Replacement	200,000	10,000	-	10,000	100%	RFP for design consultant delayed due to resource availability. RFP to be initiated by Q4 with design consultant beginning by end of Q4. Construction delayed to 2023. Overall project in scope and budget.	600,000	80,000	520,000	87%		R		S - on plan T - construction deferred to 2023 B - on plan
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements	125,000	25,000	882	24,118	96%	Detailed design delayed to Q3 due to staff resource availability. Detailed design, permitting and construction/installation forecast for 2022 and 2023, with overall project completion in 2024	600,000	52,573	547,427	91%		R		S - on plan T - completion deferred to 2024 B - on plan
	JDF Water Distribution	Rocky Point Upgrades	1,200,000	2,000,000	1,306,309	693,691	35%	Less contracted work completed than expected in Q2. Overall project completion delayed until Q1 2023 due to material availability. Project remains in scope and budget.	8,871,000	8,131,892	739,108	8%		R		S - on plan T - completion deferred to 2023 B - on plan
	JDF Water Distribution	Goldstream AC Replacement	2,000,000	90,000	36,358	53,642	60%	Procurement activity occurred in Q2, award for materials expected in Q3 with construction scheduled for early 2023. Construction budget and schedule are being re-evaluated for the 2023 5-year Capital Plan.	5,100,000	1,159,143	3,940,857	77%		R	R	S - on plan T - construction deferred to 2023 B - budget to be amended in 2023 plan
	JDF Water Distribution	AC Pipe Replacement Program	1,200,000	1,200,000	590,107	609,893	51%	Resource limitations and project prioritization resulted in CRD labour time allocated to other projects. Overall 2022 phase of multi-year project is better than planned for budget, and in scope and schedule for completion in 2022.	3,000,000	2,756,107	243,893	8%				S - on plan T - on plan B - better than plan
	JDF Water Distribution	Bear Mountain Parkway Extension Supply Mains	1,500,000	1,500,000	-	1,500,000	100%	Project construction costs forecast to be incurred in a later Quarter and in line with project budget. Project is dependent on receiving payment request and invoices from a 3rd party.	1,500,000	1,500,000	-	0%				S - on plan T - deferred to Q3 & Q4 2022 B - on plan

Capital Regional District
2022 - Quarter 2 - Capital Plan Report
Projects Greater than $500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2022 Budget Amendment or included in 2023 Capital Plan)

			Quarter 2						Total 2022				Status of Total Project Plan			
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Variance $ (over) / under**	**Variance % (over) / under**	**Q2 Variance Explanation (if necessary)**	**Total 2022 Amended Budget (as per approved budget)**	**Total 2022 Forecast**	**Total Forecast Variance $ (over) / under**	**Total Forecast Variance % (over) / under**	**Scope**	**Timing**	**Budget**	**Notes**
Integrated Water Services	JDF Water Distribution	Sun River Reservoir Replacement	200,000	400,000	348,630	51,370	13%	Project construction began in Q2. Project is on scope, in budget, and forecast to be complete in 2022.	1,475,000	1,474,904	96	0%				S - on plan T - on plan B - on plan
	JDF Water Distribution	Residential Service & Meter Replacement Program	325,000	325,000	203,732	121,268	37%	Annual Provisional program, for planned and replace-on-fail activity. Less activity in Q2 resulted from reduced labour available due to COVID. Overall project is forecast to be in scope and budget.	1,300,000	1,119,802	180,198	14%				S - on plan T - on plan B - on plan
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)	150,000	-	-	-	0%	Supply chain issues and availability impacting ability to procure electric vehicles for 2022. Some commitments expected in 2022, but no vehicles expected to be received until 2023 and 2024	1,060,000	-	1,060,000	100%		R		S - on plan T - delayed to 2023 and 2024 B - on plan
	JDF Water Distribution	Sooke Henlyn Supply & Distribution Mains	1,000,000	-	-	-	0%	Project to begin when associated housing development work has been completed. Project work expected to be delayed to 2023 as housing development work is not ready for project to start.	1,000,000	-	1,000,000	100%		R		S - on plan T - deferred to 2023 B - on plan
	JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)	150,000	300,000	290,735	9,265	3%	Bulk of construction work is now complete with the exception of some long lead water appurtenances that have been delayed in delivery. Installations should be completed by the end of 2022, with project in scope and budget.	700,000	690,187	9,813	1%				S - on plan T - completion Q4 2022 B - on plan
	JDF Water Distribution	JDF Reservoir Upgrades	150,000	60,000	55,086	4,914	8%	Design work in Q2, timing of construction to occur in Q3 and Q4 due to seasonal construction requirements. Project on scope and in budget.	650,000	642,823	7,177	1%				S - on plan T - completion Q4 2022 B - on plan
	JDF Water Distribution	William Head & VGH Meter Replacement	20,000	20,000	2,360	17,641	88%	Design work in Q2, timing of construction to occur in Q3 and Q4 due to seasonal construction requirements. Project on scope and in budget.	550,000	530,543	19,458	4%				S - on plan T - on plan B - on plan
	JDF Water Distribution (DCC)	McCallum Pump Station and Tank 4	2,500,000	500,000	425,374	74,626	15%	Development permit process delayed start of construction in Q2; bulk of construction work scheduled for Q3 and Q4 with completion into 2023. Project is on scope and budget.	8,000,000	5,452,906	2,547,094	32%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade	350,000	152,400	301,827	(149,427)	-98%	Procurement process completed ahead of forecast in Q2 - inventory has been received by contractor. Project expected to be complete late 2023 in scope and on budget.	1,250,000	1,005,286	244,714	20%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Water Supply & JDF Distribution	Portable Pump Station	100,000	200,000	894	199,107	100%	Awarded contact in Q2. Construction deferred into Q3 and Q4 2022, and forecast to be completed in 2023. Project in scope, budget and schedule.	550,000	211,418	338,583	62%		R		S - on plan T - completion Q1 2023 B - on plan
	Saanich Peninsula Treatment Plant	Trunk Sewer Relining	500,000	40,000	3,197	36,803	92%	Minor delay in getting consultant contract awarded. Consulting contract was awarded by end of Q2 and design work will be progressing in Q3. Construction Contract Award targeted for Q1 2023. Overall project within scope and budget.	1,050,000	76,284	973,716	93%		R		S - on plan T - completion deferred to 2023 B - on plan
	Saanich Peninsula Treatment Plant	SPWWTP Concrete Tank Repairs	1,000,000	800,000	532,071	267,929	33%	Vendor delays resulted in variance for Q2. Construction continues over the summer and the project is scheduled to be complete in Q3 2022. Overall project forecast to be completed in 2022 on time, scope, and budget.	1,600,000	1,600,000	(0)	0%				S - on plan T - completion deferred to Q3 2022 B - 2022 amended, on plan
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion	500,000	20,000	-	20,000	100%	Work to be retendered and scheduled for start in Q1 2023. Costs associated with retendering will be seen in Q3 and Q4 2022.	1,775,000	280,000	1,495,000	84%		R		S - on plan T - construction deferred to 2023 B - on plan
	Saanich Peninsula Water Supply	Keating Cross Road Water Main	100,000	-	-	-	0%	This water main replacement project is driven by the MoTI Keating Cross Road Over Pass project. MoTI has recently (May 2022) indicated that the water main portion of its project will likely occur in the spring of 2023	1,000,000	-	1,000,000	100%		R		S - on plan T - deferred to 2023 B - on plan
	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator	150,000	-	-	-	0%	Tendered prices higher than budget, project included on 2023 capital plan with higher budget for increased costs. Material supply the main driver for construction cost increase.	815,000	-	815,000	100%		R	R	S - on plan T - deferred to 2023 B - budget to be amended in 2023 plan
Local Services	Community Parks (SSI)	Centennial Park Upgrades	150,000	50,000	184	49,816	100%	Grant funding awarded late in Q1. Design phase delayed while awaiting completion of required geotechnical work. Construction to begin in Q4 with completion expected in Q2, 2023. Project is in scope and on budget.	600,000	250,184	349,816	58%		R		S - on plan T - completion delayed until 2023 B - on plan
	Parks and Recreation (SSI)	Recreation Centre Expansion	341,347	12,000	24,532	(12,532)	-104%	Q2 costs higher than forecasted due to additional landscaping costs and late delivery of appliances. Expect to take delivery of passenger bus in Q3. Bulk of spending occurred before 2022, under prior year's capital plan. Project to be completed in 2022.	1,202,735	383,722	819,013	68%				S - on plan T - on plan B - on plan
	Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement	200,000	100,000	151,981	(51,981)	-52%	Design phase started late in Q1 resulting in higher than forecasted expenses in Q2. Completion of design phase forecast for Q4. Expect to take delivery of plant equipment in Q4 with construction of pump station and sewer replacement to begin early 2023. Project is in scope and on budget.	4,100,000	583,025	3,516,975	86%		R		S - on plan T - construction delayed until 2023 B - on plan

Capital Regional District

2022 - Quarter 2 - Capital Plan Report

Projects Greater than $500,000

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	Changes to quarter forecast, no revision to annual plan
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			Quarter 2						Total 2022				Status of Total Project Plan			
Department	**Service Description**	**Capital Project Title**	**Q2 Budget**	**Q2 Forecast**	**Q2 Actuals**	**Variance $ (over) / under**	**Variance % (over) / under**	**Q2 Variance Explanation (if necessary)**	**Total 2022 Amended Budget (as per approved budget)**	**Total 2022 Forecast**	**Total Forecast Variance $ (over) / under**	**Total Forecast Variance % (over) / under**	**Scope**	**Timing**	**Budget**	**Notes**
Parks and Environmental Services	Regional Parks	Construct E&N Trail Phases 3 & 4	500,000	150,000	20,743	129,257	86%	Phase 3 completed. Phase 4 to be lead by City of Victoria, with remaining costs to be incurred by Q4.	1,200,000	1,070,743	129,257	11%				S - on plan T - completion deferred to Q4 2022 B - on plan
	Regional Parks	Purchase and Install Elk Lake Remediation Systems	450,000	100,000	27,570	72,430	72%	Initial design work completed ahead of schedule. Substantial design completed, with construction to begin in Q4 and continue to early 2023.	1,367,000	518,667	848,333	62%		R		S - on plan T - completion deferred to 2023 B - on plan
	Regional Parks	Mayne Island Demonstration Trail	200,000	100,000	45,212	54,788	55%	Overall project progressing on plan. Q2 saw continue development of engineering plans in preparation for construction tendering in Q3.	1,014,425	959,636	54,789	5%				S - on plan T - on plan B - on plan
	Regional Parks	Construct Hamsterly Beach Washroom	300,000	306,352	141,073	165,279	54%	Construction began later in Q2 than planned, forecast to be compete in Q3, under budget.	720,000	554,720	165,280	23%				S - on plan T - on plan B - better than plan
	Regional Parks	Repair GGRT Bridges (5)	300,000	300,000	295,320	4,680	2%	Charters Bridge Deck replaced in Q2, in line with forecast. Veitch Creek Bridge construction to begin in Q3, with completion forecast for Q4.	929,000	924,320	4,680	1%				S - on plan T - on plan B - 2022 amended, on plan
	Panorama Recreation	Heat Recovery Plant	817,666	-	-	-	0%	Project is on hold pending availability of grant funding. Currently no grants are available that aligns with this project. Options being reviewed for next capital plan.	2,452,998	-	2,452,998	100%		R		S - on plan T - deferred pending grant funding B - on plan
	Panorama Recreation	Multi-Purpose Sports Field	-	694,825	43,411	651,414	94%	Project is complete and in use. Minor invoicing items be resolved Q3 & Q4. Value of Jump Start contribution is being finalized for inclusion in Q3 reporting. Jump Start directly contracted the final sport court complex and donated to the CRD.	864,704	813,290	51,414	6%				S - on plan T - on plan B - better than plan
	Environmental Resource Management	Aggregate Production for Internal Use	1,640,000	1,640,000	1,888,617	- 248,617	-15%	Accelerated Phase 2 blasting, Excavation and stockpiling has resulted in additional expenditures in Q2. Staff have identified that the Aggregate production project requires an additional $2 m in 2022, to accelerate aggregate production work originally planned for 2023. Amendment required for Q3.	4,635,000	6,631,130	(1,996,130)	-43%		R	R	S - on plan T - accelerate work originally planned for 2023 B - amendment required in Q3
	Environmental Resource Management	Landfill Gas Utilization	375,000	375,000	154,034	220,966	59%	Development of project agreement includes the design-build of the facility, along with a 25-year operations and maintenance begun in Q2. Step 2 proposal deadline was extended, pushing some consulting and staff time from Q2 to Q3. Construction anticipated to begin Q3; $6M will be carried forward to 2023.	11,265,000	4,351,999	6,913,001	61%		R		S - on plan T - project completion deferred to 2023 B - on plan
	Environmental Resource Management	Lower Lagoon Bank Emergency Stability Improvements	300,000	30,000	24,102	5,898	20%	Stability improvements work begun in Q2. Majority of emergency stability improvement works will be conducted in Q3 &4. Overall project is still forecast to be complete in scope and on budget in 2022.	800,000	799,480	520	0%				S - on plan T -completion deferred to Q3 & Q4 2022 B - on plan
	Millstream Site Remediation	Millstream Remediation	100,000	100,000	32,299	67,701	68%	Project management on environmental remediations occurred in Q2, awaiting Ministry of Environment approval. Investigation and remediation is forecast to be delayed to Q3 & Q4. Ministry of Environment approval anticipated in 2023. Overall project in scope and budget.	750,000	337,224	412,776	55%		R		S - on plan T - completion deferred to 2023 B - on plan
Facilities	CRD Headquarters	Interior Renovations	1,420,000	800,000	1,062,445	- 262,445	-33%	Initial occupancy of renovated space began Q2 with 3rd floor complete; Renovation of 1st floor continuing, with completion forecast for Q3 and Q4. Project in scope and within amended budget.	2,640,000	2,666,323	(26,323)	-1%				S - on plan T - on plan B - 2022 amended, on plan
Royal Theatre	Royal Theatre	Repair Building Envelope	250,000	250,000	-	250,000	100%	Project is on hold pending availability of a grant. RMTS has not been successful on most recent grant application. Options being reviewed for next capital plan.	750,000	20,000	730,000	97%		R		S - on plan T - deferred pending on grant funding B - on plan
McPherson Theatre	McPherson Theatre	Repair East Elevation Wall	703,000	703,000	-	703,000	100%	Scope of project is being re-evaluated. Planning work deferred to Q4, with construction deferred to 2023. Project in scope and budget4.	2,109,000	200,000	1,909,000	91%		R		S - being re-evaluated T - construction deferred to 2023 B - on plan
		Total Projects >$500k	**29,104,513**	**15,293,577**	**8,685,491**	**5,905,086**	**39%**		**122,536,112**	**56,572,523**	**63,854,589**	52%				
		Total Projects <$500K; Potential Parkland Acquisitions							**60,531,874**							
		Total Projects							**183,067,986**							

Capital Regional District
2022 - Quarter 2 - Capital Plan Report
Projects Greater than $500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2022 Budget Amendment or included in 2023 Capital Plan)

			Quarter 2						Total 2022				Status of Total Project Plan			
Department	Service Description	Capital Project Title	Q2 Budget	Q2 Forecast	Q2 Actuals	Variance $ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)	Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total Forecast Variance $ (over) / under	Total Forecast Variance % (over) / under	Scope	Timing	Budget	Notes
CRHD																
Planning & Protective Services	Capital Regional Hospital District	Oak Bay Lodge Demolition	1,713,171	1,400,000	1,375,715	24,285	2%	The project scope increase and capital plan amendment were approved by Board on May 11, 2022. Prior to discovery of additional contaminated materials the project was expected to be completed in Q1. Completion forecast for Q3 2022, in line with amended budget.	3,123,546	2,920,214	203,332	7%				S - 2022 amended, on plan T - 2022 amended, on plan B - 2022 amended, on plan
		Regional Housing First Program Contribution	-	-	-	-	0%	Contribution to RHFP forecast to occur in Q4 as planned.	10,000,000	10,000,000	-	0%				S - on plan T - on plan B - on plan
		Total Projects >$500k	**1,713,171**	**1,400,000**	**1,375,715**	**24,285**	**2%**		**13,123,546**	**12,920,214**	**203,332**	**2%**				
		Total Projects <$500K; Capital Grants							**8,322,769**							
		Total Projects							**21,446,315**							
CRHC																
Planning & Protective Services	Regional Housing	Michigan redevelopment Housing	5,646,540	4,700,000	2,028,848	2,671,152	57%	Q2 variance due to timing of construction draws and building permit. Overall project in scope and budget, with forecasted completion for end of 2023.	18,821,799	18,001,558	820,241	4%				S - on plan T - on plan B - on plan
		Caledonia Redevelopment Housing	300,000	300,000	703,156	(403,156)	-134%	Q2 variance due to timing of construction draws. Demolition and cleanup complete in Q2 ahead of schedule; construction to begin on plan in Q3. Overall project in scope and budget, with forecasted completion for end of 2024.	13,000,000	12,888,388	111,612	1%				S - on plan T - on plan B - on plan
		Prosser Prepaid Lease	-	-	-	-	0%	Turnkey purchase anticipated to be delayed to early 2023. Overall project in scope and budget.	16,981,555	-	16,981,555	100%		R		S - on plan T - acquisition delayed to 2023 B - on plan
		Triway Redevelopment Housing	3,749,290	3,610,000	4,799,269	(1,189,269)	-33%	Q2 variance due to timing of construction draws with some work accelerated due to trades availability. Project forecast to be complete in Q4, on budget.	14,997,160	14,986,327	10,833	0%				S - on plan T - on plan B - on plan
		Carey Lane BER	25,000	25,000	4,945	20,055	80%	Design and planning costs incurred in Q2. Construction forecast to begin in Q1 2023, a slight delay from the original plan.	1,875,000	228,195	1,646,805	88%		R		S - on plan T - construction deferred to 2023 B - on plan
		Routine Capital	771,725	820,259	608,149	212,110	26%	Routine upgrades of housing townhouses and apt buildings are affected by tenant moveouts, trades availability and weather.	3,858,624	3,646,514	212,110	0%				S - on plan T - on plan B - on plan
		Total Projects >$500k	**10,492,555**	**9,455,259**	**8,144,367**	**1,310,892**	**14%**		**69,534,138**	**49,750,982**	**19,783,156**	**28%**				
		Total Projects <$500K							**760,000**							
		Total Projects							**70,294,138**							

APPENDIX H
HUMAN RESOURCES TRENDS AND CORORATE SAFETY Q2

OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

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1. *Workforce Composition and Turnover [see Table 1]*

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2022, the SEC identified 735.18 full time equivalencies (FTEs) – 716.38 regular and 18.8 term positions exceeding one year – and the CRD has 395 auxiliary staff through Quarter 1. In addition, the CRD has almost 1,400 registered volunteers to assist in the support of many of its services and programs, including volunteer fire services and emergency response and support. 89.4% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff remain relatively consistent from previous years, at 9.6 years and 45.7 years respectively. Turnover rates, including retirement rates, are trending towards normal and remain healthy.

Table 1:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2022)*	CRD Current (Annual 2022)	Industry Average (Annual 2022)	*CRD Annual (2021)*	*Industry Average (2021)*
Total Unionized Workforce (all staff)	***Q1: 89.4%*** ***Q2: 90.0%***	***89.6%***	***82.2%***	*89.7%*	*82.4%*
Average Length of Service (regular staff)	***Q1: 9.6 years*** ***Q2: 9.5 years***	***9.6 years***	***11.2 years***	*9.8 years*	*11.0 years*
Average Employee Age (regular staff)	***Q1:45.7 years*** ***Q2:45.7 years***	***45.7 years***	***47.0 years***	*45.9 years*	*46.7 years*
Turnover Rate / Retirement Rate (regular staff)	***Q1: 3.0% (0.8% retire.)*** ***Q2: 1.8% (0.6% retire.)***	***4.8% (1.4% retirements)***	***5.0% (1.6% retirements)***	*8.9% (2.2% retirements)*	*8.5% (2.7% retirements)*

2. *Job Opportunities [see Table 2]*

By means of 207 job postings, a total of 337 individual job opportunities were open for competition in Quarter 2. The CRD's vacancy rate for regular staff positions remains below industry average; however, we have seen the impacts of the pandemic and economic conditions in recruitment activities. The CRD is modifying its recruitment strategies and approach to better attract and retain staff especially in the hard-to-fill market positions.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the weekly onboarding sessions which are geared to inform and engage new staff early in their CRD careers. 42 staff were put through the program in Quarter 1, and 780 employees since this program was implemented.

Table 2:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2022)*	CRD Current (Annual 2022)	Industry Average (Annual 2022)	*CRD Annual (2021)*	*Industry Average (2021)*
Job Opportunities (all staff)	***Q1: 172*** ***Q2: 165***	***337***	***N/A***	*419*	*N/A*
Vacancy Rate (regular staff)	***Q1: 1.9%*** ***Q2: 2.1%***	***2.0%***	***4.8%***	*1.3%*	*5.2%*

3. Absenteeism and Occupational Health and Safety [see Tables 3 and 4]

The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings, and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs. By this the CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return to work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

In Quarter 1 of 2022, absenteeism rates are trending consistently with Quarters of previous years, and includes the extended periods required of public health to remain isolated for personal illnesses. As an essential service, the CRD closely monitors the impact of absenteeism related to all health matters, including the pandemic, and has taken appropriate measures to ensure essential operations are maintained.

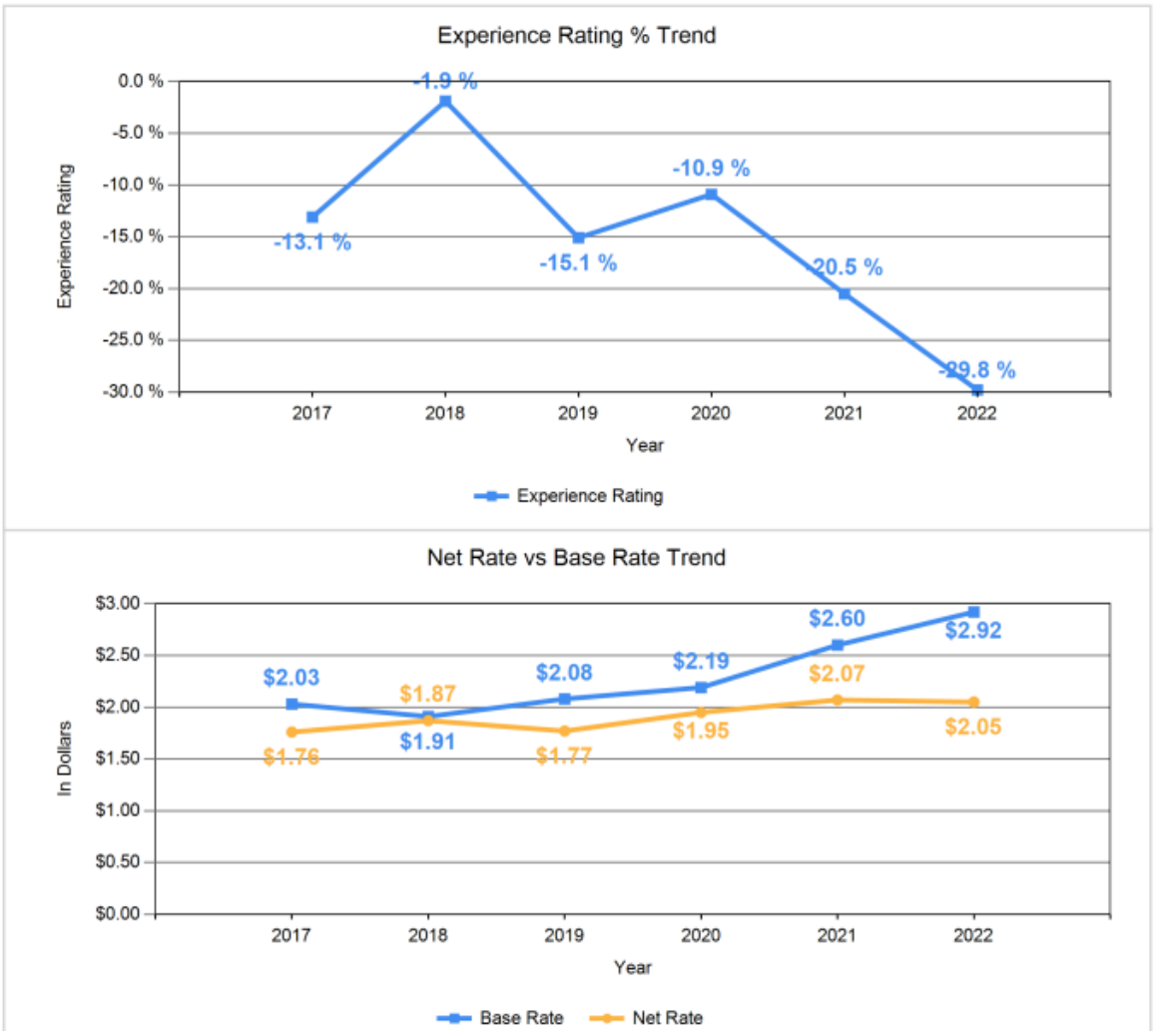
The CRD continues to experience a positive (merit) situation with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment (ERA). The ERA is the premium WorkSafeBC charges employers based on their claims experience over the previous three-year period. Since 2019, WorkSafeBC has increased the Base ERA for employers in local government by 33% (from 2.19% to 2.92%).

Despite this, the CRD has seen an increasingly reduced Actual ERA (“Net Rate”) based on our proactive and diligent safety program, including achieving industry leading Certificate of Recognition (CoR) certification in 2021. The CRD’s current assessment levied by WorkSafeBC is 30% below the base rate for the industry. In addition, the CRD receives an additional 10% reduction as a result of CoR. These reductions result in a 40% cost savings in WorkSafeBC premiums for the 2022 calendar year over base rate premiums.

Table 3:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2022)*	CRD Current (Annual 2022)	Industry Average (Annual 2022)	*CRD Annual (2021)*	*Industry Average (2021)*
Absenteeism (Sick Leave) Rate (regular staff)	***Q1: 5.2%*** ***Q2: 6.0%***	**5.6%**	**6.1%**	*3.9%*	*4.6%*
WorkSafeBC Employer Rate (all staff)	***Q1: 2.05%*** ***Q2: 2.05%***	**2.05%**	**2.92%**	*2.09%*	*2.60%*

Table 4:



CONCLUSION

The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising. While there continues to be no significantly alarming organizational health trends based on metrics information, the CRD is expected to continue to see pressures as a result of the current health crisis and the organization continues to monitor this very closely and adapt workplace practices and programs to continue to ensure essential services are maintained.

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Bylaw No. 4513: Revenue Anticipation (General Purpose) Bylaw No. 1, 2022**

ISSUE SUMMARY

Approval of a revenue anticipation (General Purpose) bylaw authorizing borrowing of funds up to $20 million if required prior to receipt of requisition revenue expected in August 2023.

BACKGROUND

Annually, the Capital Regional District (CRD) develops a financial plan representing operating and capital expenditure plans for the next five years. The Financial Plan bylaw must be approved by March 31. Under Sections 385 and 387 of the *Local Government Act* (*LGA*), the deadline for the CRD to deliver annual requisition invoices to each municipality and the surveyor of taxes for electoral areas is April 10. Requisition funds are generally received by the CRD in August of each year.

Section 404 of the *LGA* allows regional district boards to adopt a revenue anticipation borrowing bylaw to borrow money if required to meet cash flow needs prior to receiving payable revenue from source. Money borrowed under this section must be repaid when the anticipated revenue is received.

Although staff recommend annual approval of revenue anticipation borrowing bylaws, through fiscal controls and management oversight, the organization has historically not required additional liquidity. Given the growth of the organization and increased capital activity it is appropriate to continue implementing financial risk management tools that provide the ability to respond to both opportunities and unforeseen circumstances.

Based on best practices, staff recommend revenue anticipation align with one month of expected cash outflows or approximately $20 million for 2023. If required, the CRD will borrow funds by leveraging overdraft arrangements within current banking agreements or through the Municipal Finance Authority (MFA). Currently, RBC's overdraft rate is 4.7% and MFA's short term borrowing rate is 3.4% (both variable rates as of September 1, 2022).

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4513, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
2. That Bylaw No. 4513 be adopted.

Alternative 2

That Bylaw No. 4513 be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

The proposed bylaw provides the CRD access to funds as of January 2023 to cover expenditures if required, pending receipt of requisition revenue. Borrowed funds will not be accessed unless necessary and any borrowed funds will be repaid upon receipt of anticipated revenues. Historically, the CRD has not acted on the Revenue Anticipation Borrowing Bylaw but it is a recommended fiscal risk management tool. The purpose of approving this bylaw is to ensure available borrowing authority in the unlikely event funds are required to meet short term cash flow requirements.

CONCLUSION

This proposed bylaw is brought forward annually for consideration. Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2022, is necessary to authorize borrowing to cover short term expenditures in 2023 if required, pending receipt of anticipated revenues.

RECOMMENDATION

1. That Bylaw No. 4513, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2022", be introduced and read a first, second, and third time.
2. That Bylaw No. 4513 be adopted.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4513

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4513

****

A BYLAW TO PROVIDE FOR THE BORROWING OF $20,000,000.00 REQUIRED TO MEET CURRENT LAWFUL EXPENDITURES OF THE CAPITAL REGIONAL DISTRICT

****

WHEREAS:

A. The Capital Regional District Board does not have sufficient money on hand to meet the current lawful expenditures;

B. The Board of the Capital Regional District is empowered by Section 404 of the *Local Government Act* to pass and adopt a bylaw to provide for borrowing of money required to meet the current lawful expenditures of the Capital Regional District, and there are no liabilities outstanding per s. 404;

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

1. It shall be lawful for the Board of the Capital Regional District to borrow upon the credit of the Regional District the maximum sum of Twenty Million Dollars ($20,000,000.00) being the amount deemed by the Regional Board to be requisite to meet January 1, 2023 to August 1, 2023 lawful current expenditures of the Capital Regional District.

2. All principal borrowed and the interest thereon shall be repaid by and not later than the 31st day of August 2023.

3. The Board of the Capital Regional District hereby pledges as security for the liability incurred under this bylaw, that part of current revenue necessary to fully satisfy any liability created, and the money borrowed shall be a first charge against current revenue received.

4. The sum of money so borrowed shall be expended to meet the current lawful expenditures of the Regional District during the year 2023 and for no other purpose or purposes.

5. The form of obligation to given as acknowledgment of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chair and the Financial Administration Officer.

6. This Bylaw shall come into force January 1, 2023 and may be cited as “Revenue Anticipation Borrowing (General Purpose) 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

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Bylaw No. 4515: Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022**

ISSUE SUMMARY

A Capital Regional District (CRD) Board resolution is required to approve Loan Authorization Bylaw No. 4515 for the purpose of financing specific projects in the Solid Waste Disposal Service five year (2023-2027) capital plan.

BACKGROUND

On September 21, 2022, the Board gave provisional approval of the CRD 2023 financial plan, inclusive of the Solid Waste Disposal Service five year (2023-2027) capital plan. As is the case each year following plan approval, staff prepare necessary loan authorization bylaws and security issuing bylaws. The Solid Waste Disposal Service capital plan includes planned infrastructure and improvements totalling $75.6 million, which requires borrowing of $36 million. These capital projects include a renewable natural gas plant construction, landfill cell liner renewal, and sendimentation pond relining and expansion.

By legislation, loan authorization bylaws expire after five years, and so are most commonly drafted to cover the five-year financial plan. The loan authorization bylaw sets out the purpose of the borrowing, the maximum amount to be borrowed and the maximum duration of the borrowing. Requests for funds to be drawn against the loan authorization bylaw will only be authorized upon Board approval of a subsequent security issuing bylaw. The security issuing bylaws are prepared twice annually and include only those borrowings for which there is a cash flow need as authorized by the approved financial plan.

As part of the loan authorization bylaw process, the bylaw requires Municipal Inspector approval and elector consent. The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Environmental Resource Management	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the capital plan for this service.	4515

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4515, “Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4515 be referred to the Inspector of Municipalities for approval, and if received, that staff conduct an alternative approval process for the entire service area, as per section 345 of the *Local Government Act*, and, if successful, that Bylaw 4515 then be brought forward for adoption.

Alternative 2
That the proposed bylaw be referred back to staff for further information.

IMPLICATIONS

Financial & Legislative Implications

Section 24 of the *Municipal Finance Authority Act*, RSBC 1996 c 325 states that a regional district security issuing bylaw may only be enacted and financed if the long-term borrowing is arranged through the Municipal Finance Authority of British Columbia (MFABC). The loan authorization required is $36 million and will support the planned five year capital plan expenditures commencing in January 2023. The estimated debt servicing costs for the borrowing are included in the 2023 CRD provisional financial plan. Based on MFABC's current indicative interest rate, the estimated annual debt servicing cost of approximately $1.3 million over an amortization term of 15 years will total approximately $19.6 million. The debt servicing costs within the plan are funded by tipping fees. Actual borrowings in each of the next five years will be based on the cash flow requirements for the year.

Long-term borrowing (i.e. loans with a term of more than five years) cannot be undertaken without the loan authorization bylaw being approved and, subsequently and separately, a security issuing bylaw being approved, in accordance with the *Local Government Act*.

As part of the loan authorization bylaw approval process the bylaw requires elector approval. Elector approval can be obtained through consent on behalf of municipal participants and electoral participating areas (by sub-regional AAP), a referendum, or by a regional alternative approval process (AAP) for the entire service area. A regional AAP is initiated when the loan authorization bylaw has received third reading by the Board and approval by the Inspector of Municipalities and is the preferred method administratively in this instance.

To ensure optimization of interest and timing of long term debt, issuance of a temporary borrowing will be proposed if Ministerial approval is obtained and the AAP proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 15 years.

CONCLUSION

The CRD 2023 provisional financial plan sets out the capital expenditure of each service, including planned borrowings. Borrowing for the Solid Waste Disposal Service was identified as $36 million for planned infrastructure and improvements. Bylaw No. 4515, "Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022", is presented now in preparation for future borrowing to enable the identified projects within the Service's five year (2023-2027) capital plan.

RECOMMENDATION

1. That Bylaw No. 4515, "Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second and third time; and
2. That Bylaw No. 4515 be referred to the Inspector of Municipalities for approval, and if received, that staff conduct an alternative approval process for the entire service area, as per section 345 of the *Local Government Act*, and, if successful, that Bylaw 4515 then be brought forward for adoption.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw No. 4515, Solid Waste Disposal Loan Authorization Bylaw No. 1, 2022

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4515

****

A BYLAW TO AUTHORIZE THE BORROWING OF THIRTY SIX MILLION DOLLARS ($36,000,000) FOR THE PURPOSE OF ACQUIRING, DESIGNING AND CONSTRUCTING SOLID WASTE FACILITIES AND SITE IMPROVEMENTS

****

WHEREAS:

A. By Bylaw 1903, "Solid Waste Disposal Local Service Establishment Bylaw No. 1, 1991", the Regional Board continued a service for solid waste disposal;

B. It is deemed desirable to provide solid waste management, waste reduction, recycling and waste disposal facilities hereunder described in accordance with the local service of Solid Waste Disposal;

C. The works shall include landfill facilities, roads and improvements at the Hartland Landfill site, construction of remote transfer stations, water supply facilities, composting facilities, watershed management, and all related ancillary works and equipment deemed necessary by the Board for landfill and operations, including but not limited to those works in the Solid Waste Management Plan and its amendments;

D. The estimated cost of the refuse disposal facilities and improvements including expenses incidental thereto to be funded from debt servicing, is the sum of Thirty Six Million ($36,000,000) dollars, which is the amount of debt intended to be created by this bylaw;

E. Pursuant to section 407 of the *Local Government Act*, participating area approval is required for this borrowing and shall be obtained by alternative approval process for the entire service area under section 345 of the *Local Government Act*.

F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District;

NOW THEREFORE the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, public consultation, site selection, design, land and material acquisition, construction, supply and installation of all material, equipment and components and all construction necessary for the solid waste facilities and equipment therein before described and to do all things necessary in connection therewith and without limiting the generality of the foregoing:

    a) to borrow upon the credit of the Capital Regional District a sum not exceeding Thirty-Six Million Dollars ($36,000,000); and

b) to acquire all such real property, easements, rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with the design and construction of the landfill facilities, roads and improvements at the Hartland Landfill facilities and all related ancillary works and equipment deemed necessary by the Board for landfill and operations, including but not limited to those work in the Solid Waste Management Plan and its amendments.

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.

3. This Bylaw may be cited as "Solid Waste Disposal Loan Authorization 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__
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	th	day of	202__
APPROVED BY ALTERNATIVE APPROVAL PROCESS PER S. 345 OF THE *LOCAL GOVERNMENT ACT* THIS	th	day of	202__
ADOPTED THIS	th	day of	202__

CHAIR

CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS th day of 20__

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

SUBJECT **Bylaw No. 4516: Financial Plan Amendment No. 3, 2022**

ISSUE SUMMARY

The 2022 to 2026 Financial Plan was adopted on March 16, 2022, and amended on May 11 and July 7, 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, amendment Bylaw No. 4490 on May 11, 2022, and amendment Bylaw No. 4516 on July 13, 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. Additionally, if required, pursuant to Bylaw No. 3343, any increase in the staff establishment chart requires Board approval and may be presented along with the financial plan or in this case the financial plan amendment.

The following table highlights the 2022 impact of the proposed amendments to the five-year 2022-2026 Financial Plan. Additional explanations are included under the implications section of this report.

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
JDF EA Community Parks Community Transportation (SSI)	Land Acquisition	Capital	Reserve Fund, Donation	$670,000	CRD Board 13-Jul-2022
	Installation of Speed Boards	Capital	Grants, Reserve Fund	$57,475	CRD Board (via commission) 10-Aug-2022
Salt Spring Island Pool, Parks, Land, Art & Recreation Program	Child Care Space Creation Project	Capital	Grants	$55,000	SSI Parks and Recreation Commission 20-Sep-2022
JDF Water Distribution	Rocky Point Water Upgrade	Capital	3rd Party Funding	$411,00	JDF Water Distribution Commission 05-Jul-2022

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
SEAPARC	Emergency Irrigation Pump Replacement	Capital	Grants	$45,000	SEAPARC (Commission) 06-Sep-2022
Environmental Resource Management	Storm Water Sedimentation Pond Emergency Repairs	Capital	Reserve	$575,000	Staff Recommended
Municipal Debt	Adjustment to reflect invoiced principal and interest related to Esquimalt's Public Safety Building ($35 million)	Operating	Invoice	$1,732,476	NA

JDF EA = Juan de Fuca Electoral Area; SSI = Salt Spring Island; SEAPARC = Sooke & Electoral Area Parks and Recreation Commission

The proposed Financial Plan amendment Bylaw No. 4516 incorporates these changes, and is attached as Appendix A, inclusive of updated Schedule A and Schedule B.

ALTERNATIVES

Alternative 1
1. That Bylaw No. 4516, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 3, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4516 be adopted.

Alternative 2
That Bylaw No. 4516 be deferred pending further analysis by CRD staff.

IMPLICATIONS

Financial Implications

JDF EA Parks

On July 13, 2022, the CRD Board approved a land acquisition in Otter Point as a new JDF Electoral Area community park for a total of $670,000, including $20,000 transaction costs. The acquisition was funded by JDF EA Parks Land Reserve and donations from JDF Community Trails Society, The Land Conversancy of BC, and individuals via Community Fundraising Campaign.

Community Transportation (SSI)

On August 10, 2022, the CRD Board (recommended through the local commission) advanced the Installation of Speed Boards project from 2023 to 2022. The total project budget of $57,475 is funded from ICBC Grant, Community Work Fund (CWF), and Capital Reserve Fund.

Salt Spring Island Pool, Parks, Land, Art & Recreation Program

On September 20, 2022, the SSI Parks and Recreation Commission recommended an amendment to the Child Care Space Creation project to increase the total budget by $55,000, to be funded from SSI Community Works Funds. The increase is required due to supply chain delays and inflated construction and material costs.

JDF Water Distribution

On July 5, 2022, the Juan de Fuca Water Distribution Commission approved a 2022 budget increase of $411,000 for the Rocky Point Water Upgrade project for additional archeological and environmental monitoring, determined to be required through consultation with Scia'new First Nation (Beecher Bay). This portion of the project is fully funded by DND.

SEAPARC

On September 4, 2022, an application to fund the emergency replacement of the DeMamiel Creek Golf Course irrigation pump received approved funding through the Community Works Fund for the Juan de Fuca Electoral Area for $45,000. The existing pump has failed resulting in the need to hand-water the golf course. The pump replacement will allow the irrigation system to resume normal operations.

Environmental Resource Management

Staff have identified that the Hartland Landfill's Storm Water Sedimentation Pond Emergency Repairs project requires an additional $575,000 in 2022, to ensure preparedness for the wet season.

Municipal Debt

The financial plan is being amended to reflect invoiced principal and interest costs related to the Township of Esquimalt's (Esquimalt) $35 million borrowing for their Public Safety Building. Actual debt payments from municipalities may differ from the financial plan due to timing or cashflow, but in this case was due to clerical error. The impact of this amendment, after consideration for $865,087 already included in the financial plan, is a net increase of $1,732,476 in municipal debt costs and revenue.

Revenue is a flow through recovered from municipalities and then paid to MFA. The revenue is billed by way of invoice and is not included in the requisition billing each year. There is no impact on requisition. After amendment, the financial plan will reflect actual invoices and proceeds received from Esquimalt on March 27 and September 27, 2022.

CONCLUSION

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4516 authorizes the changes required to the 2022 to 2026 Financial Plan Bylaw No. 4481, which the CRD Board approved on March 16, 2022, and amended on May 11 (Bylaw No. 4490) and July 13, 2022 (Bylaw No. 4516).

RECOMMENDATION

1. That Bylaw No. 4516, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 3, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4516 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Acting 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 4516, with Schedules A & B

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4516

****

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 Schedules A and B with the attached schedules hereto.

2. This Bylaw may be cited as “2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 3, 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

Attachments: Schedule A
Schedule B

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2022	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2022	Surplus 2021	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022
1.010	Legislative & General Government	29,930,014	29,271,034			363,840	295,140	29,930,014	1,210,559	14,331,680	2,552,912	1,367,976	84,880		10,382,007	10,382,007
1.10X	Facilities and Risk	4,049,422	3,782,364			55,000	212,058	4,049,422		3,800,549		88,966			159,907	159,907
1.101	G.I.S.	617,943	544,453			23,490	50,000	617,943		494,422		3,368			120,153	120,153
1.103	Elections	262,932	237,432				25,500	262,932			122,457	74,984			65,491	65,491
1.104	U.B.C.M.	12,945	12,945					12,945	1,147			76			11,722	11,722
1.109	Electoral Area Admin Exp - JDF	63,837	63,837					63,837	3,570			138			60,129	60,129
1.110	Electoral Area Admin Exp - SGI	466,325	465,305				1,020	466,325			60,250	17,696			388,379	388,379
1.111	Electoral Area Admin Exp - SSI	988,945	988,445				500	988,945	20,050	450,716		689			517,490	517,490
1.112	Regional Grant in Aid	1,477,358	1,477,358					1,477,358	1,457,358			20,000				-
1.114	Grant-in-Aid - Juan de Fuca	54,425	54,425					54,425	54,135			290				-
1.116	Grant-in-Aid - Salt Spring Island	106,961	106,961					106,961	56,669			236			50,056	50,056
1.117	Grant-in-Aid - Southern Gulf Islands	108,488	108,488					108,488	2,714			1,189			104,585	104,585
1.119	Vancouver Island Regional Library	322,818	322,818					322,818	141			575			322,102	322,102
1.121	Sooke Regional Museum	215,882	215,882					215,882	200			341			215,341	215,341
1.123	Prov. Court of B.C. (Family Court)	149,360	2,750				146,610	149,360				149,360				-
1.124	SSI Economic Development Commission	100,822	100,822					100,822			2,000	585			98,237	98,237
1.125	SGI Economic Development Commission	123,156	123,156					123,156	2,772			1,337			119,047	119,047
1.126	Victoria Family Court Committee	16,035	16,035					16,035	157			878			15,000	15,000
1.128	Greater Victoria Police Victim Services	300,551	299,949		602			300,551				15,358			285,193	285,193
1.129	Vancouver Island Regional Library - Debt	180,600	60,000	120,600				180,600				180,600				-
1.133	Langford E.A. - Greater Victoria Public Library	32,102	32,102					32,102	524			87			31,491	31,491
1.137	Galiano Island Community Use Building	63,202	32,785	27,417			3,000	63,202				273			62,929	62,929
1.138	Southern Gulf Islands Regional Library	232,808	232,808					232,808	1,335			2,400			229,073	229,073
1.141	Salt Spring Island Public Library	665,268	492,881	145,607			26,780	665,268				1,648			663,620	663,620
1.15X	Municipalities' Own Debt - M.F.A.	17,163,077	61,100	17,101,977				17,163,077				61,100			17,101,977	17,101,977
1.170	Gossip Island Electric Power Supply	56,998	555	56,443				56,998	143			270		56,585		56,585
1.224	Community Health - Homeless Sec.	816,201	816,201					816,201	15,620			192,087			608,494	608,494
1.226	Community Health (CHR) Facilities	1,658,419	1,104,749				553,670	1,658,419				1,658,419				-
1.227	Saturna Island Medical Clinic	33,541	33,541					33,541				2,152			31,389	31,389
1.228	Galiano Health Service	135,812	135,812					135,812	126			90			135,596	135,596
1.229	Pender Islands Health Care Centre	225,987	225,987					225,987							225,987	225,987
1.230	Traffic Safety Commission	118,428	118,428					118,428	42,358			3,558			72,512	72,512
1.232	Port Renfrew Street Lighting	8,984	8,984					8,984	1,520			325	3,654	3,485		3,485
1.234	S.S.I. Street Lighting	26,704	26,200		504			26,704				36			26,668	26,668
1.235	S. G. I. Small Craft Harbour Facilities	449,320	260,120	15,600			173,600	449,320				6,792	141,240	301,288		301,288
1.236	Salt Spring Island Fernwood Dock	25,847	15,847				10,000	25,847				168		25,679		25,679
1.238A	Community Transit (S.S.I.)	507,996	492,996				15,000	507,996			130,000	183,285			194,711	194,711
1.238B	Community Transportation (S.S.I.)	172,206	82,206				90,000	172,206				1,161			171,045	171,045
1.280	Regional Parks	16,779,411	11,942,126	516,778		222,190	4,098,317	16,779,411		32,053		864,888	429,663		15,452,807	15,452,807
1.280A	Regional Parks - Land Acquisition	80,000	50,000	30,000				80,000							80,000	80,000
1.290	Royal Theatre	580,000	100,000			102,000	378,000	580,000							580,000	580,000
1.295	McPherson Theatre	786,233	350,000			88,000	348,233	786,233				36,233			750,000	750,000
1.297	Arts Grants	3,006,402	3,006,402					3,006,402		13,614	25,000	185,956			2,781,832	2,781,832
1.299	Salt Spring Island Arts	121,762	120,210		1,552			121,762				85			121,677	121,677
1.309	Climate Action and Adaptation	1,480,455	1,479,769				686	1,480,455				76,028			1,404,427	1,404,427
1.310	Land Banking & Housing	3,026,344	1,960,987	1,051,357		10,000	4,000	3,026,344	111,491	765,859	74,992	594,411	35,130		1,444,461	1,444,461
1.311	Regional Housing Trust Fund	5,302,666	5,302,666					5,302,666	4,253,753			94,407			954,506	954,506
1.313	Animal Care Services	1,479,358	1,429,358			20,000	30,000	1,479,358			22,493	991,353	18,500		447,012	447,012
1.314	SGI House Numbering	9,485	9,485					9,485	43			107			9,335	9,335
1.316	SSI Building Numbering	9,606	9,587		19			9,606				20			9,586	9,586
1.317	JDF Building Numbering	13,099	13,099					13,099	157			40			12,902	12,902
1.318	Building Inspection	1,792,001	1,742,381			6,320	43,300	1,792,001		30,076	66,235	4,412	1,237,510		453,768	453,768
1.319	Soil Deposit Removal	5,722	5,722					5,722				40			5,682	5,682
1.320	Noise Control	40,021	40,021					40,021				310			39,711	39,711
1.322	Nuisances & Unsightly Premises	53,375	53,375					53,375				313			53,062	53,062
1.323	By-Law Enforcement	539,235	502,275				36,960	539,235		510,425		28,810				-
1.324	Regional Planning Services	2,193,512	2,191,012				2,500	2,193,512		77,852	857,304	64,714			1,193,642	1,193,642
1.325	Electoral Area Services - Planning	807,042	731,272				75,770	807,042		26,420	35,269	2,647	45,000		697,706	697,706
1.330	Regional Growth Strategy	328,309	318,309				10,000	328,309			15,354	17,344			295,611	295,611
1.335	Geo-Spatial Referencing System	174,545	114,495				60,050	174,545				8,708	8,130		157,707	157,707
1.340	JDF Livestock Injury Compensation	3,150	3,150					3,150							3,150	3,150
1.341	SGI Livestock Injury Compensation	3,150	3,150					3,150							3,150	3,150
1.342	SSI Livestock Injury Compensation	3,150	3,150					3,150							3,150	3,150
1.350	Willis Point Fire Protect & Recreation	177,868	117,013			6,300	54,555	177,868	9,919			33,850			134,099	134,099
1.352	South Galiano Fire Protection	472,448	338,970	44,068		5,810	83,600	472,448				700		66,688	405,060	471,748
1.353	Otter Point Fire Protection	516,158	354,858			5,500	155,800	516,158				320			515,838	515,838
1.354	Malahat Fire Protection	65,601	65,601					65,601	4						65,597	65,597
1.355	Durrance Road Fire Protection	3,020	2,719				301	3,020						3,020		3,020
1.356	Pender Fire Protection	1,165,220	897,118	111,596			156,506	1,165,220			111,596	11,018			1,042,606	1,042,606
1.357	East Sooke Fire Protection	553,329	303,220	155,109			95,000	553,329	27,238			26,160	45,000		454,931	454,931
1.358	Port Renfrew Fire Protection	154,657	126,759	2,898			25,000	154,657				1,176	61,610		91,871	91,871
1.359	N. Galiano Fire Protection	220,715	160,443	48,872		6,400	5,000	220,715	22,486			907		24,440	172,882	197,322
1.360	Shirley Fire Protection	158,639	87,639			10,000	61,000	158,639				200			158,439	158,439
1.363	Saturna Island Fire	188,365	188,105		260			188,365				10,569			177,796	177,796
1.369	Electoral Area Fire Services - JDF	141,568	139,810			1,758		141,568			72,594	100			68,874	68,874
1.369	Electoral Area Fire Services - SGI	161,115	159,113			2,002		161,115			82,676				78,439	78,439
1.370	Juan de Fuca Emergency Program	88,813	72,933				15,880	88,813				235			88,578	88,578
1.371	S.S.I. Emergency Program	130,103	130,103					130,103			2,000	190			127,913	127,913

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2022	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2022	Surplus 2021	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022
1.372	Electoral Area Emergency Program	630,264	622,764				7,500	630,264		468,860	12,674	917			147,813	147,813
1.373	S.G.I. Emergency Program	250,048	236,248				13,800	250,048				2,670			247,378	247,378
1.374	Regional Emergency Program Support	195,609	195,609					195,609			56,199	7,524			131,886	131,886
1.375	Hazardous Material Incident Response	352,038	342,478				9,560	352,038			10,633	18,312			323,093	323,093
1.377	J.D.F. Search and Rescue	91,042	87,074				3,968	91,042				21,090			69,952	69,952
1.378	S.S.I. Search and Rescue	32,780	32,780					32,780	7,728			97			24,955	24,955
1.40X	SEAPARC	4,328,565	3,804,599	103,966			420,000	4,328,565				393,284	809,965		3,125,316	3,125,316
1.405	JDF EA - Community Parks	196,546	176,546				20,000	196,546	2,455			817			193,274	193,274
1.408	JDF EA - Community Recreation	90,128	90,128					90,128				20,620			69,508	69,508
1.44X	Panorama Rec. Center.	9,869,066	8,385,369	771,334			712,363	9,869,066				1,579,513	3,099,067		5,190,486	5,190,486
1.455	Salt Spring Island - Community Parks	1,009,096	994,096				15,000	1,009,096		397,958		153,066			458,072	458,072
1.458	Salt Spring Is.- Community Rec	264,803	264,803					264,803				38	210,183		54,582	54,582
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	1,751,881				236,759	1,988,640		100,780	28,083	50,642	261,040		1,548,095	1,548,095
1.465	Saturna Island Comm. Parks	24,899	18,899				6,000	24,899				1,576			23,323	23,323
1.468	Saturna Island - Community Rec.	21,167	21,167					21,167	10,390			886			9,891	9,891
1.475	Mayne Is. Com. Parks & Rec	93,173	75,043				18,130	93,173				2,770			90,403	90,403
1.476	Mayne Is. Comm. Parks (reserve)	22,701	22,701					22,701	16,041			6,270	390			-
1.478	Mayne Is. Community Rec.	48,684	48,684					48,684	13,734			60			34,890	34,890
1.485	North & South Pender Com. Parks	165,474	122,474				43,000	165,474				1,820			163,654	163,654
1.488	North & South Pender Com. Rec	69,107	69,107					69,107	2,972			852			65,283	65,283
1.495	Galiano Parks	94,823	84,823				10,000	94,823				99			94,724	94,724
1.498	Galiano Community Recreation	38,133	38,133					38,133	678			28			37,427	37,427
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,126,320	23,089,609				2,036,711	25,126,320			89,065	6,632,823	18,404,432			-
1.523	Port Renfrew Refuse Disposal	89,497	83,497				6,000	89,497		17,000		38,645			33,852	33,852
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439			-
1.531	Stormwater Quality Management - Sooke	38,281	23,145				15,136	38,281				81			38,200	38,200
1.533	Stormwater Quality Management - S.G.I.	39,100	39,100					39,100				401			38,699	38,699
1.535	Stormwater Quality Management - S.S.I.	47,970	47,970					47,970			20,000	30			27,940	27,940
1.536	LWMP-Stormwater Quality Management-Core	732,400	732,400					732,400			5,959	89,288			637,153	637,153
1.537	Stormwater Quality Management - Peninsula	118,107	118,107					118,107				4,051			114,056	114,056
1.538	Source - Stormwater Quality - Peninsula	55,856	55,856					55,856				1,646			54,210	54,210
1.57X	Environmental Services	23,644,160	23,221,528			55,000	367,632	23,644,160	170,000	23,361,347	20,413	92,400				-
1.911	911 Systems	2,532,090	1,470,141	1,011,949			50,000	2,532,090			71,541	2,156,988	127,338		176,223	176,223
1.912B	911 Call Answer - Municipalities	63,910.00			63,910			63,910.00		703,444		-49,731			-589,803	-589,803
1.913	913 Fire Dispatch	298,412	263,412				35,000	298,412				14,311			284,101	284,101
1.921	Regional CREST Contribution	1,764,110	1,764,110					1,764,110	1,559			102,733			1,659,818	1,659,818
1.923	Emergency Comm - CREST - S.G.I.	180,704	180,704					180,704	1,107			1,985			177,612	177,612
1.924	Emergency Comm - CREST - J.D.F.	125,402	123,548		1,854			125,402				259			125,143	125,143
1.925	Emergency Comm - CREST - S.S.I.	143,386	143,386					143,386	408			151			142,827	142,827
2.610	Saanich Peninsula Water Supply	7,517,025	6,667,025				850,000	7,517,025				500	7,516,525			-
2.620	SSI Highland Water System	30,971	213	30,758				30,971	29			110		30,832		30,832
2.621	Highland / Fernwood Water - SSI	542,341	338,984	34,191	44,133		125,033	542,341			27,000	750	439,591	75,000		75,000
2.622	Cedars of Tuam	50,063	41,963				8,100	50,063			12,500	50	37,513			-
2.624	Beddis Water	270,499	180,037	42,962			47,500	270,499			8,000	280	187,259	74,960		74,960
2.626	Fulford Water	228,329	168,584	14,145			45,600	228,329			20,000	830	159,999	47,500		47,500
2.628	Cedar Lane Water (S.S.I.)	81,457	58,173	7,824	10,090		5,370	81,457			5,000	180	61,277	15,000		15,000
2.630	Magic Lakes Estate Water System	962,930	667,354	193,186			102,390	962,930				10,494	373,288	579,148		579,148
2.640	Saturna Island Water System (Lyall Harbour)	254,331	173,517	30,077	4,737		46,000	254,331			10,000	967	112,304	131,060		131,060
2.642	Skana Water (Mayne)	75,615	50,994	2,621			22,000	75,615				110	51,505	24,000		24,000
2.650	Port Renfrew Water	143,106	123,106				20,000	143,106			13,000	1,090	64,508	64,508		64,508
2.660	Fernwood Water	14,477	132	14,345				14,477	14			50		14,413		14,413
2.665	Sticks Allison Water (Galiano)	73,504	52,520		9,984		11,000	73,504			5,000	100	63,404	5,000		5,000
2.667	Surfside Park Estates (Mayne)	118,007	101,007				17,000	118,007				100	94,807	23,100		23,100
2.670	Regional Water Supply	36,539,270	17,779,777	8,292,927		10,152,385	314,181	36,539,270				612,470	35,926,800			-
2.680	Juan de Fuca Water Distribution	22,566,391	14,034,472	1,893,503		6,374,922	263,494	22,566,391		6,000	30,596	187,475	22,342,320			-
2.681	Florence Lake Water System Debt	8,738	3,000	5,738				8,738						8,738		8,738.00
2.691	Wilderness Mountain Water Service	163,247	133,660	23,587			6,000	163,247			10,000	120	91,227	61,900		61,900
3.700	Septage Disposal - Municipal	221,804	129,650			92,154		221,804				169,609	2,540		49,655	49,655
3.700	Septage Disposal - JDF Service Area	464	464					464							464	464
3.701	Millstream Remediation Service	236,372	852	135,520		100,000		236,372			112,332	11,707			112,333	112,333
3.705	S.S.I. Liquid Waste Disposal	991,525	792,452	160,573			38,500	991,525				1,507	614,250	375,768		375,768
3.707	On Site System Management Program - LWMP	189,038	189,038					189,038				10,556			178,482	178,482
3.71X	Trk Swrs & Swge Disp - oper	35,134,718	32,693,122			30,000	2,411,596	35,134,718	261,787	1,581,292	551,241	26,955,377			5,785,021	5,785,021
3.7XX	Trk Swrs - debt	23,353,991	211,948	9,667,625	2,117	5,529,745	7,942,556	23,353,991	71,800			17,290,800			5,991,391	5,991,391
3.720	LWMP (Peninsula) - Implementation	119,907	99,766				20,141	119,907				980			118,927	118,927
3.750	LWMP	366,136	317,016				49,120	366,136				152,776			213,360	213,360
3.752	Harbours Program	348,604	348,604					348,604				23,461			325,143	325,143
3.755	Regional Source Control	1,647,875	1,647,875					1,647,875		54,610	92,993	95,791	54,980		1,349,501	1,349,501
3.756	Harbours Environmental Action	68,622	68,622					68,622				2,026			66,596	66,596
3.810	Ganges Sewer	1,085,199	719,386	245,813			120,000	1,085,199			10,000	2,043	1,015,009	58,147		58,147
3.820	Maliview Estates Sewer System	219,580	155,385	1,680			62,515	219,580			7,000	25,150	182,670	4,760		4,760.00
3.830	Magic Lake Estates Sewer System	884,810	622,447	174,103			88,260	884,810		10,870	25,000	3,610	259,320	586,010		586,010
3.830D	Magic Lake Estates Sewer Debt	212,530	10,500	194,258	7,772			212,530				914		211,616		211,616
3.850	Port Renfrew Sewer	126,360	104,360				22,000	126,360				1,471	62,595	62,294		62,294
21.ALL	Feasibility Study Reserve Fund - All	140,241	140,241					140,241	140,241							-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000					10,000	10,000							-

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1.010	Legislative & General Government	32,518,264	30,616,664			1,598,120	303,480	32,518,264	450,000	14,616,871	1,694,026	1,492,877	85,780		14,178,710	14,178,710
1.10X	Facilities and Risk	4,042,296	3,824,483			5,000	212,813	4,042,296		3,789,163		89,779			163,354	163,354
1.101	G.I.S.	629,892	555,932			23,960	50,000	629,892		504,310		3,440			122,142	122,142
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962
1.104	U.B.C.M.	13,198	13,198					13,198				100			13,098	13,098
1.109	Electoral Area Admin Exp - JDF	66,939	66,939					66,939				130			66,809	66,809
1.110	Electoral Area Admin Exp - SGI	434,981	433,941				1,040	434,981			20,000	17,493			397,488	397,488
1.111	Electoral Area Admin Exp - SSI	1,011,490	1,005,990				5,500	1,011,490		470,187		700			540,603	540,603
1.112	Regional Grant in Aid	-						-								-
1.114	Grant-in-Aid - Juan de Fuca	23,318	23,318					23,318				290			23,028	23,028.00
1.116	Grant-in-Aid - Salt Spring Island	51,290	51,290					51,290				240			51,050	51,050
1.117	Grant-in-Aid - Southern Gulf Islands	106,077	106,077					106,077				751			105,326	105,326
1.119	Vancouver Island Regional Library	329,252	329,252					329,252				550			328,702	328,702
1.121	Sooke Regional Museum	220,200	220,200					220,200				350			219,850	219,850
1.123	Prov. Court of B.C. (Family Court)	149,360	2,806				146,554	149,360				149,360				-
1.124	SSI Economic Development Commission	160,362	160,362					160,362				600			159,762	159,762
1.125	SGI Economic Development Commission	125,236	125,236					125,236				1,080			124,156	124,156
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	305,067	305,067					305,067				14,622			290,445	290,445
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996				-
1.133	Langford E.A. - Greater Victoria Public Library	32,224	32,224					32,224				90			32,134	32,134
1.137	Galiano Island Community Use Building	64,460	33,498	27,417			3,545	64,460				250			64,210	64,210
1.138	Southern Gulf Islands Regional Library	237,469	237,469					237,469				2,150			235,319	235,319
1.141	Salt Spring Island Public Library	678,553	502,839	145,607			30,107	678,553				1,703			676,850	676,850
1.15X	Municipalities' Own Debt - M.F.A.	16,299,241	61,100	16,238,141				16,299,241				61,100			16,238,141	16,238,141
1.170	Gossip Island Electric Power Supply	57,002	559	56,443				57,002				270		56,732		56,732
1.224	Community Health - Homeless Sec.	813,097	813,097					813,097				192,087			621,010	621,010
1.226	Community Health (CHR) Facilities	1,681,572	1,127,902				553,670	1,681,572				1,681,572				-
1.227	Saturna Island Medical Clinic	34,214	34,214					34,214				373			33,841	33,841
1.228	Galiano Health Service	142,520	142,520					142,520				46			142,474	142,474
1.229	Pender Islands Health Care Centre	233,053	233,053					233,053							233,053	233,053
1.230	Traffic Safety Commission	77,590	77,590					77,590				3,610			73,980	73,980
1.232	Port Renfrew Street Lighting	9,133	9,133					9,133				336	4,400	4,397		4,397
1.234	S.S.I. Street Lighting	26,726	26,726					26,726				40			26,686	26,686
1.235	S. G. I. Small Craft Harbour Facilities	457,832	232,144	75,688			150,000	457,832				6,480	136,780	314,572		314,572
1.236	Salt Spring Island Fernwood Dock	26,360	16,410				9,950	26,360				170		26,190		26,190
1.238A	Community Transit (S.S.I.)	551,231	521,231				30,000	551,231			111,203	192,015			248,013	248,013
1.238B	Community Transportation (S.S.I.)	180,335	85,335				95,000	180,335				1,190			179,145	179,145
1.280	Regional Parks	16,859,058	13,269,743	569,778		119,770	2,899,767	16,859,058		32,641	20,000	848,406	435,223		15,522,788	15,522,788
1.280A	Regional Parks - Land Acquisition	452,500	50,000	402,500				452,500							452,500	452,500
1.290	Royal Theatre	580,000	100,000			101,000	379,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			88,000	346,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,058,913	3,058,913					3,058,913		13,908		180,710			2,864,295	2,864,295
1.299	Salt Spring Island Arts	143,783	143,783					143,783				90			143,693	143,693
1.309	Climate Action and Adaptation	2,797,415	2,796,704				711	2,797,415				1,081,028			1,716,387	1,716,387
1.310	Land Banking & Housing	4,488,157	2,017,289	2,466,868			4,000	4,488,157		638,673		661,562	10,500		3,177,422	3,177,422
1.311	Regional Housing Trust Fund	-						-								-
1.313	Animal Care Services	1,650,754	1,600,754			20,000	30,000	1,650,754			16,381	1,154,430	18,870		461,073	461,073
1.314	SGI House Numbering	9,673	9,673					9,673				110			9,563	9,563
1.316	SSI Building Numbering	9,778	9,778					9,778				20			9,758	9,758
1.317	JDF Building Numbering	13,362	13,362					13,362				40			13,322	13,322
1.318	Building Inspection	1,827,338	1,777,598			6,440	43,300	1,827,338		30,678	58,903	4,380	1,262,250		471,127	471,127
1.319	Soil Deposit Removal	5,830	5,830					5,830				40			5,790	5,790
1.320	Noise Control	40,804	40,804					40,804				305			40,499	40,499
1.322	Nuisances & Unsightly Premises	54,406	54,406					54,406				310			54,096	54,096
1.323	By-Law Enforcement	549,763	512,803				36,960	549,763		520,383		29,380				-
1.324	Regional Planning Services	1,542,102	1,539,602				2,500	1,542,102		79,531	143,295	68,100			1,251,176	1,251,176
1.325	Electoral Area Services - Planning	835,573	759,803				75,770	835,573		31,850	42,532	2,555	45,000		713,636	713,636
1.330	Regional Growth Strategy	619,676	609,676				10,000	619,676			306,721	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	178,057	116,807				61,250	178,057				8,880	8,290		160,887	160,887
1.340	JDF Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.341	SGI Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.342	SSI Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.350	Willis Point Fire Protect & Recreation	173,333	113,984	1,994		6,430	50,925	173,333				33,870			139,463	139,463
1.352	South Galiano Fire Protection	536,305	322,693	122,682		5,930	85,000	536,305				710		122,682	412,913	535,595
1.353	Otter Point Fire Protection	526,660	362,130			5,610	158,920	526,660				330			526,330	526,330
1.354	Malahat Fire Protection	66,915	66,915					66,915							66,915	66,915
1.355	Durrance Road Fire Protection	3,020	2,721				299	3,020						3,020		3,020
1.356	Pender Fire Protection	1,233,046	954,770	111,596			166,680	1,233,046			111,596	10,309			1,111,141	1,111,141
1.357	East Sooke Fire Protection	533,818	281,809	155,109			96,900	533,818				26,870	45,900		461,048	461,048
1.358	Port Renfrew Fire Protection	157,278	129,380	2,898			25,000	157,278				1,144	62,454		93,680	93,680
1.359	N. Galiano Fire Protection	217,485	157,083	48,872		6,530	5,000	217,485				724		24,440	192,321	216,761
1.360	Shirley Fire Protection	160,412	89,412			10,000	61,000	160,412				200			160,212	160,212
1.363	Saturna Island Fire	203,433	203,433					203,433				10,830			192,603	192,603
1.369	Electoral Area Fire Services - JDF	96,710	94,915			1,795		96,710			25,255	100			71,355	71,355
1.369	Electoral Area Fire Services - SGI	110,028	107,983			2,045		110,028			28,763				81,265	81,265
1.370	Juan de Fuca Emergency Program	90,293	74,413				15,880	90,293				220			90,073	90,073
1.371	S.S.I. Emergency Program	132,744	132,744					132,744			1,500	190			131,054	131,054

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1.372	Electoral Area Emergency Program	643,539	636,039				7,500	643,539		478,240	10,639	930			153,730	153,730
1.373	S.G.I. Emergency Program	255,089	241,089				14,000	255,089				2,720			252,369	252,369
1.374	Regional Emergency Program Support	173,705	173,705					173,705			30,710	7,210			135,785	135,785
1.375	Hazardous Material Incident Response	358,891	349,331				9,560	358,891				18,610			340,281	340,281
1.377	J.D.F. Search and Rescue	92,839	88,839				4,000	92,839				21,510			71,329	71,329
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,435,791	3,876,825	103,966			455,000	4,435,791				401,240	839,184		3,195,367	3,195,367
1.405	JDF EA - Community Parks	197,684	177,684				20,000	197,684				810			196,874	196,874
1.408	JDF EA - Community Recreation	92,019	92,019					92,019				21,030			70,989	70,989
1.44X	Panorama Rec. Center.	10,214,073	8,544,211	854,537			815,324	10,214,073				1,584,180	3,168,824		5,461,069	5,461,069
1.455	Salt Spring Island - Community Parks	1,044,035	1,007,285	21,750			15,000	1,044,035		387,274		145,560			511,201	511,201
1.458	Salt Spring Is.- Community Rec	270,626	270,626					270,626				40	210,156		60,430	60,430
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,337,111	1,963,611	66,000			307,500	2,337,111		102,790		103,853	269,360		1,861,108	1,861,108
1.465	Saturna Island Comm. Parks	25,278	19,278				6,000	25,278				1,194			24,084	24,084
1.468	Saturna Island - Community Rec.	14,526	14,526					14,526				777			13,749	13,749
1.475	Mayne Is. Com. Parks & Rec	95,100	76,610				18,490	95,100				2,820			92,280	92,280
1.476	Mayne Is. Comm. Parks (reserve)	6,790	6,790					6,790				6,390	400			-
1.478	Mayne Is. Community Rec.	35,650	35,650					35,650				60			35,590	35,590
1.485	North & South Pender Com. Parks	167,848	124,848				43,000	167,848				1,733			166,115	166,115
1.488	North & South Pender Com. Rec	67,450	67,450					67,450				810			66,640	66,640
1.495	Galiano Parks	96,551	86,551				10,000	96,551				70			96,481	96,481
1.498	Galiano Community Recreation	38,205	38,205					38,205				15			38,190	38,190
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,446,910	23,285,122				1,161,788	24,446,910				6,357,823	18,089,087			-
1.523	Port Renfrew Refuse Disposal	91,158	85,158				6,000	91,158		17,340		39,141			34,677	34,677
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439			-
1.531	Stormwater Quality Management - Sooke	39,042	23,611				15,431	39,042				82			38,960	38,960
1.533	Stormwater Quality Management - S.G.I.	39,880	39,880					39,880				480			39,400	39,400
1.535	Stormwater Quality Management - S.S.I.	28,520	28,520					28,520				30			28,490	28,490
1.536	LWMP-Stormwater Quality Management-Core	746,527	746,527					746,527			5,959	90,668			649,900	649,900
1.537	Stormwater Quality Management - Peninsula	120,389	120,389					120,389				4,051			116,338	116,338
1.538	Source - Stormwater Quality - Peninsula	56,936	56,936					56,936				1,646			55,290	55,290
1.57X	Environmental Services	23,944,802	23,511,453				433,349	23,944,802		23,852,402		92,400				-
1.911	911 Systems	2,555,311	1,483,362	1,011,949			60,000	2,555,311			59,392	2,156,881	127,338		211,700	211,700
1.912B	911 Call Answer - Municipalities	-						-		703,444		-60,243			-643,201	-643,201
1.913	913 Fire Dispatch	305,570	270,570				35,000	305,570				16,271			289,299	289,299
1.921	Regional CREST Contribution	1,799,270	1,799,270					1,799,270				100,934			1,698,336	1,698,336
1.923	Emergency Comm - CREST - S.G.I.	184,303	184,303					184,303				1,754			182,549	182,549
1.924	Emergency Comm - CREST - J.D.F.	126,004	126,004					126,004				220			125,784	125,784
1.925	Emergency Comm - CREST - S.S.I.	146,249	146,249					146,249				120			146,129	146,129
2.610	Saanich Peninsula Water Supply	7,818,204	6,868,904	49,300			900,000	7,818,204				500	7,817,704			-
2.620	SSI Highland Water System	30,973	215	30,758				30,973				110		30,863		30,863
2.621	Highland / Fernwood Water - SSI	462,286	346,422	45,864			70,000	462,286			20,000	760	365,026	76,500		76,500
2.622	Cedars of Tuam	44,268	33,332	1,436			9,500	44,268			1,500	50	42,718			-
2.624	Beddis Water	307,864	189,627	38,237			80,000	307,864			14,000	280	217,084	76,500		76,500
2.626	Fulford Water	232,267	157,122	22,395			52,750	232,267				840	181,427	50,000		50,000
2.628	Cedar Lane Water (S.S.I.)	90,339	55,210	9,129			26,000	90,339				180	65,159	25,000		25,000
2.630	Magic Lakes Estate Water System	976,411	680,835	193,186			102,390	976,411				9,560	382,170	584,681		584,681
2.640	Saturna Island Water System (Lyall Harbour)	263,618	182,357	30,461			50,800	263,618			15,000	1,020	114,698	132,900		132,900
2.642	Skana Water (Mayne)	93,048	59,079	11,969			22,000	93,048				110	53,118	39,820		39,820
2.650	Port Renfrew Water	142,171	112,809	362			29,000	142,171				1,100	70,536	70,535		70,535
2.660	Fernwood Water	14,478	133	14,345				14,478				50		14,428		14,428
2.665	Sticks Allison Water (Galiano)	67,445	53,445				14,000	67,445			5,000	100	56,345	6,000		6,000
2.667	Surfside Park Estates (Mayne)	126,554	104,554				22,000	126,554			1,500	100	99,954	25,000		25,000
2.670	Regional Water Supply	37,627,964	18,064,789	7,592,710		11,650,000	320,465	37,627,964				612,470	37,015,494			-
2.680	Juan de Fuca Water Distribution	24,095,129	14,437,761	2,408,604		6,980,000	268,764	24,095,129		6,000		179,270	23,909,859			-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137		25,137.00
2.691	Wilderness Mountain Water Service	189,871	131,659	27,212			31,000	189,871			500	120	118,251	71,000		71,000
3.700	Septage Disposal - Municipal	167,239	132,536			34,703		167,239				164,649	2,590			-
3.700	Septage Disposal - JDF Service Area	-						-								-
3.701	Millstream Remediation Service	122,992	860	122,132				122,992			55,642	11,707			55,643	55,643
3.705	S.S.I. Liquid Waste Disposal	1,061,518	817,445	160,573			83,500	1,061,518			9,000	1,550	626,540	424,428		424,428
3.707	On Site System Management Program - LWMP	192,808	192,808					192,808				10,556			182,252	182,252
3.71X	Trk Swrs & Swge Disp - oper	35,069,460	32,598,474				2,470,986	35,069,460		1,546,599	105,000	27,306,145			6,111,716	6,111,716
3.7XX	Trk Swrs - debt	23,426,589	104,648	10,177,840		5,529,745	7,614,356	23,426,589				17,138,201			6,288,388	6,288,388
3.720	LWMP (Peninsula) - Implementation	55,986	35,460				20,526	55,986				980			55,006	55,006
3.750	LWMP	371,935	323,230				48,705	371,935				155,002			216,933	216,933
3.752	Harbours Program	355,107	355,107					355,107				23,461			331,646	331,646
3.755	Regional Source Control	1,680,810	1,680,810					1,680,810		55,700	96,708	95,831	56,080		1,376,491	1,376,491
3.756	Harbours Environmental Action	69,954	69,954					69,954				2,026			67,928	67,928
3.810	Ganges Sewer	1,204,556	817,035	256,121			131,400	1,204,556			80,000	2,070	1,061,230	61,256		61,256
3.820	Maliview Estates Sewer System	254,432	167,450	48,982			38,000	254,432				25,150	223,282	6,000		6,000.00
3.830	Magic Lake Estates Sewer System	876,639	609,276	174,103			93,260	876,639		11,090		1,190	269,977	594,382		594,382
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500		224,607		224,607
3.850	Port Renfrew Sewer	136,090	107,852	1,238			27,000	136,090				1,260	67,415	67,415		67,415
21.ALL	Feasibility Study Reserve Fund - All	-						-								-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-								-

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.010	Legislative & General Government	33,226,086	30,661,646			2,257,580	306,860	33,226,086	450,000	14,793,389	1,253,902	1,503,070	86,700		15,139,025	15,139,025
1.10X	Facilities and Risk	4,120,060	3,901,477			5,000	213,583	4,120,060		3,862,164		91,021			166,875	166,875
1.101	G.I.S.	642,099	567,659			24,440	50,000	642,099		514,396		3,510			124,193	124,193
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962
1.104	U.B.C.M.	13,461	13,461					13,461				100			13,361	13,361
1.109	Electoral Area Admin Exp - JDF	68,261	68,261					68,261				130			68,131	68,131
1.110	Electoral Area Admin Exp - SGI	443,909	442,849				1,060	443,909			10,000	17,784			416,125	416,125
1.111	Electoral Area Admin Exp - SSI	1,020,425	1,014,925				5,500	1,020,425		471,874		720			547,831	547,831
1.112	Regional Grant in Aid	-						-								-
1.114	Grant-in-Aid - Juan de Fuca	23,384	23,384					23,384				290			23,094	23,094.00
1.116	Grant-in-Aid - Salt Spring Island	52,310	52,310					52,310				240			52,070	52,070
1.117	Grant-in-Aid - Southern Gulf Islands	106,183	106,183					106,183				751			105,432	105,432
1.119	Vancouver Island Regional Library	335,809	335,809					335,809				550			335,259	335,259
1.121	Sooke Regional Museum	224,601	224,601					224,601				360			224,241	224,241
1.123	Prov. Court of B.C. (Family Court)	149,360	2,862				146,498	149,360				149,360				-
1.124	SSI Economic Development Commission	154,636	153,636				1,000	154,636				610			154,026	154,026
1.125	SGI Economic Development Commission	127,318	127,318					127,318				1,100			126,218	126,218
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	311,153	311,153					311,153				14,622			296,531	296,531
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996				-
1.133	Langford E.A. - Greater Victoria Public Library	32,867	32,867					32,867				90			32,777	32,777
1.137	Galiano Island Community Use Building	65,740	34,217	27,417			4,106	65,740				250			65,490	65,490
1.138	Southern Gulf Islands Regional Library	242,192	242,192					242,192				2,150			240,042	240,042
1.141	Salt Spring Island Public Library	692,103	513,014	145,607			33,482	692,103				1,713			690,390	690,390
1.15X	Municipalities' Own Debt - M.F.A.	15,588,619	61,100	15,527,519				15,588,619				61,100			15,527,519	15,527,519
1.170	Gossip Island Electric Power Supply	57,005	562	56,443				57,005				270		56,735		56,735
1.224	Community Health - Homeless Sec.	588,859	588,859					588,859				192,087			396,772	396,772
1.226	Community Health (CHR) Facilities	1,705,230	1,151,560				553,670	1,705,230				1,705,230				-
1.227	Saturna Island Medical Clinic	34,897	34,897					34,897				373			34,524	34,524
1.228	Galiano Health Service	149,560	149,560					149,560				46			149,514	149,514
1.229	Pender Islands Health Care Centre	230,658	230,658					230,658							230,658	230,658
1.230	Traffic Safety Commission	79,140	79,140					79,140				3,680			75,460	75,460
1.232	Port Renfrew Street Lighting	9,292	9,292					9,292				336	4,480	4,476		4,476
1.234	S.S.I. Street Lighting	27,262	27,262					27,262				40			27,222	27,222
1.235	S. G. I. Small Craft Harbour Facilities	466,771	238,083	75,688			153,000	466,771				6,610	139,370	320,791		320,791
1.236	Salt Spring Island Fernwood Dock	26,880	16,980				9,900	26,880				170		26,710		26,710
1.238A	Community Transit (S.S.I.)	573,119	538,119				35,000	573,119			44,816	226,138			302,165	302,165
1.238B	Community Transportation (S.S.I.)	180,682	85,682				95,000	180,682				1,210			179,472	179,472
1.280	Regional Parks	16,978,648	13,451,108	569,778		122,400	2,835,362	16,978,648		33,235		872,423	440,994		15,631,996	15,631,996
1.280A	Regional Parks - Land Acquisition	832,500	50,000	782,500				832,500							832,500	832,500
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,120,559	3,120,559					3,120,559		14,208		180,710			2,925,641	2,925,641
1.299	Salt Spring Island Arts	143,831	143,831					143,831				90			143,741	143,741
1.309	Climate Action and Adaptation	2,637,393	2,636,682				711	2,637,393				1,046,028			1,591,365	1,591,365
1.310	Land Banking & Housing	4,954,165	1,754,095	3,196,070			4,000	4,954,165		446,981		316,602	10,500		4,180,082	4,180,082
1.311	Regional Housing Trust Fund	-						-								-
1.313	Animal Care Services	1,688,975	1,638,975			20,000	30,000	1,688,975			10,235	1,182,289	19,240		477,211	477,211
1.314	SGI House Numbering	9,866	9,866					9,866				110			9,756	9,756
1.316	SSI Building Numbering	9,974	9,974					9,974				20			9,954	9,954
1.317	JDF Building Numbering	13,630	13,630					13,630				40			13,590	13,590
1.318	Building Inspection	1,864,654	1,814,794			6,560	43,300	1,864,654		31,290	52,374	4,460	1,287,500		489,030	489,030
1.319	Soil Deposit Removal	5,942	5,942					5,942				40			5,902	5,902
1.320	Noise Control	41,599	41,599					41,599				305			41,294	41,294
1.322	Nuisances & Unsightly Premises	55,457	55,457					55,457				310			55,147	55,147
1.323	By-Law Enforcement	560,487	523,527				36,960	560,487		530,517		29,970				-
1.324	Regional Planning Services	1,574,349	1,571,849				2,500	1,574,349		81,246	116,164	69,460			1,307,479	1,307,479
1.325	Electoral Area Services - Planning	837,418	761,648				75,770	837,418		32,490	25,760	2,565	45,000		731,603	731,603
1.330	Regional Growth Strategy	326,176	316,176				10,000	326,176			13,221	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	181,630	119,150				62,480	181,630				9,060	8,460		164,110	164,110
1.340	JDF Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156
1.341	SGI Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156
1.342	SSI Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156
1.350	Willis Point Fire Protect & Recreation	178,932	111,654	23,877		6,560	36,841	178,932				33,890			145,042	145,042
1.352	South Galiano Fire Protection	542,884	329,152	122,682		6,050	85,000	542,884				720		122,682	419,482	542,164
1.353	Otter Point Fire Protection	537,404	369,529			5,725	162,150	537,404				340			537,064	537,064
1.354	Malahat Fire Protection	68,250	68,250					68,250							68,250	68,250
1.355	Durrance Road Fire Protection	3,024	2,724				300	3,024						3,024		3,024
1.356	Pender Fire Protection	1,281,450	995,944	111,596			173,910	1,281,450			111,596	10,339			1,159,515	1,159,515
1.357	East Sooke Fire Protection	541,503	287,556	155,109			98,838	541,503				27,390	46,820		467,293	467,293
1.358	Port Renfrew Fire Protection	159,921	132,023	2,898			25,000	159,921				1,144	63,511		95,266	95,266
1.359	N. Galiano Fire Protection	220,828	160,296	48,872		6,660	5,000	220,828				734		24,440	195,654	220,094
1.360	Shirley Fire Protection	162,217	91,217			10,000	61,000	162,217				200			162,017	162,017
1.363	Saturna Island Fire	213,501	213,501					213,501				10,830			202,671	202,671
1.369	Electoral Area Fire Services - JDF	61,523	59,690			1,833		61,523				100			61,423	61,423
1.369	Electoral Area Fire Services - SGI	69,954	67,867			2,087		69,954							69,954	69,954
1.370	Juan de Fuca Emergency Program	91,801	75,921				15,880	91,801				220			91,581	91,581
1.371	S.S.I. Emergency Program	135,426	135,426					135,426			1,000	190			134,236	134,236

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.372	Electoral Area Emergency Program	657,091	649,591				7,500	657,091		487,801	8,460	950			159,880	159,880
1.373	S.G.I. Emergency Program	259,942	245,942				14,000	259,942				2,770			257,172	257,172
1.374	Regional Emergency Program Support	151,862	151,862					151,862			2,115	7,350			142,397	142,397
1.375	Hazardous Material Incident Response	365,898	356,338				9,560	365,898				18,980			346,918	346,918
1.377	J.D.F. Search and Rescue	94,635	90,635				4,000	94,635				21,940			72,695	72,695
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,515,653	3,941,687	103,966			470,000	4,515,653				409,154	856,368		3,250,130	3,250,130
1.405	JDF EA - Community Parks	201,343	181,343				20,000	201,343				810			200,533	200,533
1.408	JDF EA - Community Recreation	93,947	93,947					93,947				21,450			72,497	72,497
1.44X	Panorama Rec. Center.	10,392,284	8,722,260	374,910			1,295,114	10,392,284				1,605,069	3,235,991		5,551,224	5,551,224
1.455	Salt Spring Island - Community Parks	1,124,394	1,018,105	85,789			20,500	1,124,394		395,166		148,070			581,158	581,158
1.458	Salt Spring Is.- Community Rec	276,163	276,163					276,163				40	214,493		61,630	61,630
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,769,030	1,936,142	505,888			327,000	2,769,030		104,860		122,757	278,986		2,262,427	2,262,427
1.465	Saturna Island Comm. Parks	25,657	19,657				6,000	25,657				1,194			24,463	24,463
1.468	Saturna Island - Community Rec.	14,816	14,816					14,816				777			14,039	14,039
1.475	Mayne Is. Com. Parks & Rec	97,048	78,188				18,860	97,048				2,870			94,178	94,178
1.476	Mayne Is. Comm. Parks (reserve)	6,920	6,920					6,920				6,510	410			-
1.478	Mayne Is. Community Rec.	36,360	36,360					36,360				60			36,300	36,300
1.485	North & South Pender Com. Parks	170,265	127,265				43,000	170,265				1,733			168,532	168,532
1.488	North & South Pender Com. Rec	68,805	68,805					68,805				830			67,975	67,975
1.495	Galiano Parks	98,320	88,320				10,000	98,320				70			98,250	98,250
1.498	Galiano Community Recreation	38,965	38,965					38,965				15			38,950	38,950
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	27,158,504	23,280,037				3,878,467	27,158,504				9,582,823	17,575,681			-
1.523	Port Renfrew Refuse Disposal	92,860	86,860				6,000	92,860		17,687		39,860			35,313	35,313
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439			-
1.531	Stormwater Quality Management - Sooke	70,391	70,391					70,391			30,567	84			39,740	39,740
1.533	Stormwater Quality Management - S.G.I.	40,680	40,680					40,680				490			40,190	40,190
1.535	Stormwater Quality Management - S.S.I.	29,094	29,094					29,094				30			29,064	29,064
1.536	LWMP-Stormwater Quality Management-Core	760,235	760,235					760,235			5,959	91,376			662,900	662,900
1.537	Stormwater Quality Management - Peninsula	122,715	122,715					122,715				4,051			118,664	118,664
1.538	Source - Stormwater Quality - Peninsula	58,046	58,046					58,046				1,646			56,400	56,400
1.57X	Environmental Services	24,341,244	23,810,244				531,000	24,341,244		24,248,844		92,400				-
1.911	911 Systems	2,588,842	1,496,893	1,011,949			80,000	2,588,842			30,227	2,177,077	127,338		254,200	254,200
1.912B	911 Call Answer - Municipalities	-						-		703,444		-60,243			-643,201	-643,201
1.913	913 Fire Dispatch	312,940	277,940				35,000	312,940				16,301			296,639	296,639
1.921	Regional CREST Contribution	1,835,140	1,835,140					1,835,140				100,934			1,734,206	1,734,206
1.923	Emergency Comm - CREST - S.G.I.	187,977	187,977					187,977				1,754			186,223	186,223
1.924	Emergency Comm - CREST - J.D.F.	128,503	128,503					128,503				220			128,283	128,283
1.925	Emergency Comm - CREST - S.S.I.	149,167	149,167					149,167				120			149,047	149,047
2.610	Saanich Peninsula Water Supply	8,215,699	7,139,638	326,061			750,000	8,215,699				500	8,215,199			-
2.620	SSI Highland Water System	30,975	217	30,758				30,975				110		30,865		30,865
2.621	Highland / Fernwood Water - SSI	518,527	357,151	121,376			40,000	518,527			20,000	770	419,727	78,030		78,030
2.622	Cedars of Tuam	58,233	35,676	14,057			8,500	58,233				50	58,183			-
2.624	Beddis Water	308,194	181,989	4,205			122,000	308,194				280	229,884	78,030		78,030
2.626	Fulford Water	237,354	162,141	57,313			17,900	237,354				850	183,504	53,000		53,000
2.628	Cedar Lane Water (S.S.I.)	97,888	55,343	15,545			27,000	97,888				180	67,708	30,000		30,000
2.630	Magic Lakes Estate Water System	990,233	694,657	193,186			102,390	990,233				9,570	391,274	589,389		589,389
2.640	Saturna Island Water System (Lyall Harbour)	273,838	192,583	36,255			45,000	273,838			20,000	1,040	117,238	135,560		135,560
2.642	Skana Water (Mayne)	147,807	52,255	73,552			22,000	147,807				110	54,135	93,562		93,562
2.650	Port Renfrew Water	155,608	119,056	7,552			29,000	155,608				1,110	77,249	77,249		77,249
2.660	Fernwood Water	14,480	135	14,345				14,480				50		14,430		14,430
2.665	Sticks Allison Water (Galiano)	69,383	54,383				15,000	69,383			5,000	100	57,283	7,000		7,000
2.667	Surfside Park Estates (Mayne)	131,267	110,142	4,125			17,000	131,267				100	101,167	30,000		30,000
2.670	Regional Water Supply	39,099,448	18,414,564	3,408,010		16,950,000	326,874	39,099,448				612,470	38,486,978			-
2.680	Juan de Fuca Water Distribution	25,643,576	14,881,912	2,747,525		7,740,000	274,139	25,643,576		6,000		179,270	25,458,306			-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137		25,137.00
2.691	Wilderness Mountain Water Service	230,195	132,713	66,482			31,000	230,195			4,000	120	134,523	91,552		91,552
3.700	Septage Disposal - Municipal	170,539	135,332			35,207		170,539				167,899	2,640			-
3.700	Septage Disposal - JDF Service Area	-						-								-
3.701	Millstream Remediation Service	123,000	868	122,132				123,000			55,646	11,707			55,647	55,647
3.705	S.S.I. Liquid Waste Disposal	1,111,086	844,530	171,923			94,633	1,111,086				1,570	639,070	470,446		470,446
3.707	On Site System Management Program - LWMP	196,465	196,465					196,465				10,556			185,909	185,909
3.71X	Trk Swrs & Swge Disp - oper	35,990,593	33,441,388	14,609			2,534,596	35,990,593		1,577,524	434,241	27,727,976			6,250,852	6,250,852
3.7XX	Trk Swrs - debt	23,093,779	141,678	13,696,307		5,529,745	3,726,049	23,093,779				16,821,916			6,271,863	6,271,863
3.720	LWMP (Peninsula) - Implementation	57,086	36,168				20,918	57,086				980			56,106	56,106
3.750	LWMP	377,985	329,708				48,277	377,985				157,324			220,661	220,661
3.752	Harbours Program	361,740	361,740					361,740				23,461			338,279	338,279
3.755	Regional Source Control	1,712,615	1,712,615					1,712,615		56,810	98,713	95,871	57,200		1,404,021	1,404,021
3.756	Harbours Environmental Action	71,313	71,313					71,313				2,027			69,286	69,286
3.810	Ganges Sewer	1,241,399	768,137	340,432			132,830	1,241,399			30,000	2,090	1,140,994	68,315		68,315
3.820	Maliview Estates Sewer System	364,523	191,264	155,259			18,000	364,523			40,000	25,150	289,373	10,000		10,000.00
3.830	Magic Lake Estates Sewer System	888,827	621,464	174,103			93,260	888,827		11,310		1,210	275,938	600,369		600,369
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500		224,607		224,607
3.850	Port Renfrew Sewer	164,710	121,942	20,768			22,000	164,710				1,280	81,715	81,715		81,715
21.ALL	Feasibility Study Reserve Fund - All	-						-								-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-								-

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.010	Legislative & General Government	32,180,108	30,277,548			1,592,240	310,320	32,180,108	450,000	15,090,381	2,000	1,356,003	87,630		15,194,094	15,194,094
1.10X	Facilities and Risk	4,199,481	3,680,853			5,000	513,628	4,199,481		3,936,720		92,288			170,473	170,473
1.101	G.I.S.	654,559	579,629			24,930	50,000	654,559		524,684		3,580			126,295	126,295
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962
1.104	U.B.C.M.	13,724	13,724					13,724				100			13,624	13,624
1.109	Electoral Area Admin Exp - JDF	69,614	69,614					69,614				130			69,484	69,484
1.110	Electoral Area Admin Exp - SGI	453,000	451,920				1,080	453,000			7,000	18,080			427,920	427,920
1.111	Electoral Area Admin Exp - SSI	1,056,802	1,051,302				5,500	1,056,802		491,847		740			564,215	564,215
1.112	Regional Grant in Aid	-						-								-
1.114	Grant-in-Aid - Juan de Fuca	23,452	23,452					23,452				290			23,162	23,162.00
1.116	Grant-in-Aid - Salt Spring Island	53,350	53,350					53,350				240			53,110	53,110
1.117	Grant-in-Aid - Southern Gulf Islands	106,291	106,291					106,291				751			105,540	105,540
1.119	Vancouver Island Regional Library	342,499	342,499					342,499				550			341,949	341,949
1.121	Sooke Regional Museum	229,093	229,093					229,093				370			228,723	228,723
1.123	Prov. Court of B.C. (Family Court)	149,360	2,918				146,442	149,360				149,360				-
1.124	SSI Economic Development Commission	156,883	155,883				1,000	156,883				620			156,263	156,263
1.125	SGI Economic Development Commission	129,443	129,443					129,443				1,120			128,323	128,323
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	317,361	317,361					317,361				14,622			302,739	302,739
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996				-
1.133	Langford E.A. - Greater Victoria Public Library	33,520	33,520					33,520				90			33,430	33,430
1.137	Galiano Island Community Use Building	67,050	34,944	27,417			4,689	67,050				250			66,800	66,800
1.138	Southern Gulf Islands Regional Library	245,031	245,031					245,031				2,150			242,881	242,881
1.141	Salt Spring Island Public Library	705,923	523,391	145,607			36,925	705,923				1,723			704,200	704,200
1.15X	Municipalities' Own Debt - M.F.A.	14,381,865	61,100	14,320,765				14,381,865				61,100			14,320,765	14,320,765
1.170	Gossip Island Electric Power Supply	57,008	565	56,443				57,008				270		56,738		56,738
1.224	Community Health - Homeless Sec.	561,943	561,943					561,943				132,087			429,856	429,856
1.226	Community Health (CHR) Facilities	1,729,429	1,175,759				553,670	1,729,429				1,729,429				-
1.227	Saturna Island Medical Clinic	35,591	35,591					35,591				373			35,218	35,218
1.228	Galiano Health Service	156,754	156,754					156,754				46			156,708	156,708
1.229	Pender Islands Health Care Centre	229,051	229,051					229,051							229,051	229,051
1.230	Traffic Safety Commission	80,720	80,720					80,720				3,750			76,970	76,970
1.232	Port Renfrew Street Lighting	9,451	9,451					9,451				336	4,560	4,555		4,555
1.234	S.S.I. Street Lighting	27,809	27,809					27,809				40			27,769	27,769
1.235	S. G. I. Small Craft Harbour Facilities	475,814	244,126	75,688			156,000	475,814				6,740	142,000	327,074		327,074
1.236	Salt Spring Island Fernwood Dock	27,410	17,560				9,850	27,410				170		27,240		27,240
1.238A	Community Transit (S.S.I.)	583,910	548,910				35,000	583,910			13,237	230,657			340,016	340,016
1.238B	Community Transportation (S.S.I.)	184,189	89,189				95,000	184,189				1,230			182,959	182,959
1.280	Regional Parks	17,166,571	13,732,303	569,778		125,100	2,739,389	17,166,571		33,834	8,000	897,151	446,880		15,780,706	15,780,706
1.280A	Regional Parks - Land Acquisition	1,212,500	50,000	1,162,500				1,212,500							1,212,500	1,212,500
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,183,448	3,183,448					3,183,448		14,514		180,710			2,988,224	2,988,224
1.299	Salt Spring Island Arts	143,881	143,881					143,881				90			143,791	143,791
1.309	Climate Action and Adaptation	2,562,640	2,561,929				711	2,562,640				1,046,028			1,516,612	1,516,612
1.310	Land Banking & Housing	4,846,734	1,646,664	3,196,070			4,000	4,846,734		456,252		298,479	10,500		4,081,503	4,081,503
1.311	Regional Housing Trust Fund	-						-								-
1.313	Animal Care Services	1,728,107	1,678,107			20,000	30,000	1,728,107			3,726	1,210,848	19,620		493,913	493,913
1.314	SGI House Numbering	10,062	10,062					10,062				110			9,952	9,952
1.316	SSI Building Numbering	10,172	10,172					10,172				20			10,152	10,152
1.317	JDF Building Numbering	13,903	13,903					13,903				40			13,863	13,863
1.318	Building Inspection	1,902,763	1,852,783			6,680	43,300	1,902,763		31,916	45,434	4,550	1,313,250		507,613	507,613
1.319	Soil Deposit Removal	6,054	6,054					6,054				40			6,014	6,014
1.320	Noise Control	42,407	42,407					42,407				305			42,102	42,102
1.322	Nuisances & Unsightly Premises	56,527	56,527					56,527				310			56,217	56,217
1.323	By-Law Enforcement	571,428	534,468				36,960	571,428		540,858		30,570				-
1.324	Regional Planning Services	1,607,270	1,604,770				2,500	1,607,270		82,997	93,645	70,850			1,359,778	1,359,778
1.325	Electoral Area Services - Planning	866,860	791,090				75,770	866,860		33,140	36,127	2,575	45,000		750,018	750,018
1.330	Regional Growth Strategy	332,793	322,793				10,000	332,793			19,838	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	185,272	121,542				63,730	185,272				9,240	8,630		167,402	167,402
1.340	JDF Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.341	SGI Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.342	SSI Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.350	Willis Point Fire Protect & Recreation	184,754	113,982	23,877		6,690	40,205	184,754				33,910			150,844	150,844
1.352	South Galiano Fire Protection	549,579	335,727	122,682		6,170	85,000	549,579				730		122,682	426,167	548,849
1.353	Otter Point Fire Protection	548,345	377,095			5,850	165,400	548,345				350			547,995	547,995
1.354	Malahat Fire Protection	69,616	69,616					69,616							69,616	69,616
1.355	Durrance Road Fire Protection	3,028	2,727				301	3,028						3,028		3,028
1.356	Pender Fire Protection	1,304,847	1,015,863	111,596			177,388	1,304,847			111,596	10,379			1,182,872	1,182,872
1.357	East Sooke Fire Protection	549,357	293,433	155,109			100,815	549,357				27,920	47,760		473,677	473,677
1.358	Port Renfrew Fire Protection	162,758	134,758				28,000	162,758				1,144	64,646		96,968	96,968
1.359	N. Galiano Fire Protection	224,245	163,583	48,872		6,790	5,000	224,245				744		24,440	199,061	223,501
1.360	Shirley Fire Protection	164,064	93,064			10,000	61,000	164,064				200			163,864	163,864
1.363	Saturna Island Fire	218,571	218,571					218,571				10,830			207,741	207,741
1.369	Electoral Area Fire Services - JDF	62,756	60,885			1,870		62,756				100			62,656	62,656
1.369	Electoral Area Fire Services - SGI	71,357	69,228			2,130		71,357							71,357	71,357
1.370	Juan de Fuca Emergency Program	93,353	77,473				15,880	93,353				220			93,133	93,133
1.371	S.S.I. Emergency Program	138,171	138,171					138,171			500	190			137,481	137,481

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.372	Electoral Area Emergency Program	670,910	663,410				7,500	670,910		497,561	6,099	970			166,280	166,280
1.373	S.G.I. Emergency Program	264,953	250,953				14,000	264,953				2,820			262,133	262,133
1.374	Regional Emergency Program Support	155,093	155,093					155,093				7,490			147,603	147,603
1.375	Hazardous Material Incident Response	373,039	363,479				9,560	373,039				19,370			353,669	353,669
1.377	J.D.F. Search and Rescue	96,464	92,464				4,000	96,464				22,370			74,094	74,094
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,582,024	4,013,058	53,966			515,000	4,582,024				417,235	873,895		3,290,894	3,290,894
1.405	JDF EA - Community Parks	205,070	185,070				20,000	205,070				830			204,240	204,240
1.408	JDF EA - Community Recreation	95,933	95,933					95,933				21,870			74,063	74,063
1.44X	Panorama Rec. Center.	10,560,998	8,890,808	240,411			1,429,778	10,560,998				1,640,614	3,298,032		5,622,352	5,622,352
1.455	Salt Spring Island - Community Parks	1,145,638	1,039,349	85,789			20,500	1,145,638		403,222		150,630			591,786	591,786
1.458	Salt Spring Is.- Community Rec	282,526	282,526					282,526				40	219,626		62,860	62,860
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,842,157	1,998,769	505,888			337,500	2,842,157		106,960		129,477	284,566		2,321,154	2,321,154
1.465	Saturna Island Comm. Parks	26,036	20,036				6,000	26,036				1,194			24,842	24,842
1.468	Saturna Island - Community Rec.	15,117	15,117					15,117				777			14,340	14,340
1.475	Mayne Is. Com. Parks & Rec	99,057	79,817				19,240	99,057				2,920			96,137	96,137
1.476	Mayne Is. Comm. Parks (reserve)	7,050	7,050					7,050				6,630	420			-
1.478	Mayne Is. Community Rec.	37,090	37,090					37,090				60			37,030	37,030
1.485	North & South Pender Com. Parks	172,723	129,723				43,000	172,723				1,733			170,990	170,990
1.488	North & South Pender Com. Rec	70,182	70,182					70,182				850			69,332	69,332
1.495	Galiano Parks	100,121	90,121				10,000	100,121				70			100,051	100,051
1.498	Galiano Community Recreation	39,745	39,745					39,745				15			39,730	39,730
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,717,590	23,278,540				3,439,050	26,717,590				9,947,967	16,769,623			-
1.523	Port Renfrew Refuse Disposal	94,584	88,584				6,000	94,584		18,041		40,586			35,957	35,957
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439			-
1.531	Stormwater Quality Management - Sooke	40,616	24,567				16,049	40,616				86			40,530	40,530
1.533	Stormwater Quality Management - S.G.I.	41,490	41,490					41,490				500			40,990	40,990
1.535	Stormwater Quality Management - S.S.I.	29,672	29,672					29,672				30			29,642	29,642
1.536	LWMP-Stormwater Quality Management-Core	774,215	774,215					774,215			5,959	92,096			676,160	676,160
1.537	Stormwater Quality Management - Peninsula	125,089	125,089					125,089				4,051			121,038	121,038
1.538	Source - Stormwater Quality - Peninsula	59,176	59,176					59,176				1,646			57,530	57,530
1.57X	Environmental Services	24,842,857	24,311,298				531,559	24,842,857		24,750,457		92,400				-
1.911	911 Systems	2,620,168	1,510,719	1,011,949			97,500	2,620,168			10,553	2,177,077	127,338		305,200	305,200
1.912B	911 Call Answer - Municipalities	-						-		703,444		-60,243			-643,201	-643,201
1.913	913 Fire Dispatch	320,520	285,520				35,000	320,520				16,331			304,189	304,189
1.921	Regional CREST Contribution	1,871,720	1,871,720					1,871,720				100,934			1,770,786	1,770,786
1.923	Emergency Comm - CREST - S.G.I.	191,722	191,722					191,722				1,754			189,968	189,968
1.924	Emergency Comm - CREST - J.D.F.	131,063	131,063					131,063				220			130,843	130,843
1.925	Emergency Comm - CREST - S.S.I.	152,146	152,146					152,146				120			152,026	152,026
2.610	Saanich Peninsula Water Supply	8,677,715	7,445,828	781,887			450,000	8,677,715				500	8,677,215			-
2.620	SSI Highland Water System	12,867	219	12,648				12,867				110		12,757		12,757
2.621	Highland / Fernwood Water - SSI	548,496	331,200	177,296			40,000	548,496				780	468,125	79,591		79,591
2.622	Cedars of Tuam	76,420	31,251	38,669			6,500	76,420				50	76,370			-
2.624	Beddis Water	327,708	192,829	24,879			110,000	327,708			10,000	280	237,828	79,600		79,600
2.626	Fulford Water	284,985	165,407	101,578			18,000	284,985				860	214,125	70,000		70,000
2.628	Cedar Lane Water (S.S.I.)	121,267	76,546	7,721			37,000	121,267			20,000	180	70,087	31,000		31,000
2.630	Magic Lakes Estate Water System	999,691	708,742	188,559			102,390	999,691				9,580	400,606	589,505		589,505
2.640	Saturna Island Water System (Lyall Harbour)	259,114	173,650	34,664			50,800	259,114				1,060	119,784	138,270		138,270
2.642	Skana Water (Mayne)	153,847	58,295	73,552			22,000	153,847			5,000	110	55,175	93,562		93,562
2.650	Port Renfrew Water	170,739	116,845	42,894			11,000	170,739				1,120	84,810	84,809		84,809
2.660	Fernwood Water	6,918	137	6,781				6,918				50		6,868		6,868
2.665	Sticks Allison Water (Galiano)	66,352	50,352				16,000	66,352				100	58,252	8,000		8,000
2.667	Surfside Park Estates (Mayne)	183,266	122,273	43,993			17,000	183,266				100	148,166	35,000		35,000
2.670	Regional Water Supply	41,101,745	18,789,081	3,379,253		18,600,000	333,411	41,101,745				612,470	40,489,275			-
2.680	Juan de Fuca Water Distribution	26,827,568	15,490,421	2,747,525		8,310,000	279,622	26,827,568		6,000		179,270	26,642,298			-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137		25,137.00
2.691	Wilderness Mountain Water Service	228,802	131,320	66,482			31,000	228,802				120	137,130	91,552		91,552
3.700	Septage Disposal - Municipal	173,899	138,042			35,857		173,899				171,209	2,690			-
3.700	Septage Disposal - JDF Service Area	-						-								-
3.701	Millstream Remediation Service	123,008	876	122,132				123,008			55,650	11,707			55,651	55,651
3.705	S.S.I. Liquid Waste Disposal	1,123,886	841,155	278,731			4,000	1,123,886				1,590	651,850	470,446		470,446
3.707	On Site System Management Program - LWMP	200,191	200,191					200,191				10,556			189,635	189,635
3.71X	Trk Swrs & Swge Disp - oper	37,804,101	35,025,883	175,402			2,602,816	37,804,101		1,609,073	1,445,000	28,380,376			6,369,652	6,369,652
3.7XX	Trk Swrs - debt	23,965,083	203,728	10,092,331		5,529,745	8,139,279	23,965,083				17,691,969			6,273,114	6,273,114
3.720	LWMP (Peninsula) - Implementation	58,208	36,890				21,318	58,208				980			57,228	57,228
3.750	LWMP	384,168	336,321				47,847	384,168				159,697			224,471	224,471
3.752	Harbours Program	368,506	368,506					368,506				23,461			345,045	345,045
3.755	Regional Source Control	1,745,036	1,745,036					1,745,036		57,950	100,734	95,911	58,340		1,432,101	1,432,101
3.756	Harbours Environmental Action	72,698	72,698					72,698				2,026			70,672	70,672
3.810	Ganges Sewer	1,227,926	753,204	340,432			134,290	1,227,926				2,110	1,156,291	69,525		69,525
3.820	Maliview Estates Sewer System	331,079	154,420	155,259			21,400	331,079				25,150	294,929	11,000		11,000.00
3.830	Magic Lake Estates Sewer System	901,316	633,953	174,103			93,260	901,316		11,540		1,230	282,176	606,370		606,370
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500		224,607		224,607
3.850	Port Renfrew Sewer	233,210	114,580	99,630			19,000	233,210				1,300	115,955	115,955		115,955
21.ALL	Feasibility Study Reserve Fund - All	-						-								-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-								-

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	31,585,396	30,668,896			602,660	313,840	31,585,396	450,000	15,393,360	1,000	1,363,203	88,580		14,289,253	14,289,253
1.10X	Facilities and Risk	4,281,271	3,755,856			5,000	520,415	4,281,271		4,013,558		93,566			174,147	174,147
1.101	G.I.S.	667,274	591,844			25,430	50,000	667,274		535,178		3,650			128,446	128,446
1.103	Elections	302,001	257,001				45,000	302,001			175,895	81,144			44,962	44,962
1.104	U.B.C.M.	13,998	13,998					13,998				100			13,898	13,898
1.109	Electoral Area Admin Exp - JDF	70,999	70,999					70,999				130			70,869	70,869
1.110	Electoral Area Admin Exp - SGI	462,287	461,187				1,100	462,287			5,000	18,390			438,897	438,897
1.111	Electoral Area Admin Exp - SSI	1,063,659	1,058,159				5,500	1,063,659		491,961		760			570,938	570,938
1.112	Regional Grant in Aid	-						-								-
1.114	Grant-in-Aid - Juan de Fuca	23,521	23,521					23,521				290			23,231	23,231.00
1.116	Grant-in-Aid - Salt Spring Island	54,410	54,410					54,410				240			54,170	54,170
1.117	Grant-in-Aid - Southern Gulf Islands	106,400	106,400					106,400				751			105,649	105,649
1.119	Vancouver Island Regional Library	349,320	349,320					349,320				550			348,770	348,770
1.121	Sooke Regional Museum	233,676	233,676					233,676				380			233,296	233,296
1.123	Prov. Court of B.C. (Family Court)	149,360	2,978				146,382	149,360				149,360				-
1.124	SSI Economic Development Commission	158,577	157,577				1,000	158,577				630			157,947	157,947
1.125	SGI Economic Development Commission	131,570	131,570					131,570				1,140			130,430	130,430
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	323,693	323,693					323,693				14,622			309,071	309,071
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996				-
1.133	Langford E.A. - Greater Victoria Public Library	34,193	34,193					34,193				90			34,103	34,103
1.137	Galiano Island Community Use Building	68,390	35,687	27,417			5,286	68,390				250			68,140	68,140
1.138	Southern Gulf Islands Regional Library	245,031	245,031					245,031				2,150			242,881	242,881
1.141	Salt Spring Island Public Library	720,013	533,980	145,607			40,426	720,013				1,733			718,280	718,280
1.15X	Municipalities' Own Debt - M.F.A.	13,525,048	61,100	13,463,948				13,525,048				61,100			13,463,948	13,463,948
1.170	Gossip Island Electric Power Supply	57,011	568	56,443				57,011				270		56,741		56,741
1.224	Community Health - Homeless Sec.	563,130	563,130					563,130				132,087			431,043	431,043
1.226	Community Health (CHR) Facilities	1,754,159	1,200,489				553,670	1,754,159				1,754,159				-
1.227	Saturna Island Medical Clinic	36,305	36,305					36,305				373			35,932	35,932
1.228	Galiano Health Service	156,754	156,754					156,754				46			156,708	156,708
1.229	Pender Islands Health Care Centre	230,373	230,373					230,373							230,373	230,373
1.230	Traffic Safety Commission	82,330	82,330					82,330				3,820			78,510	78,510
1.232	Port Renfrew Street Lighting	9,610	9,610					9,610				336	4,640	4,634		4,634
1.234	S.S.I. Street Lighting	28,367	28,367					28,367				40			28,327	28,327
1.235	S. G. I. Small Craft Harbour Facilities	485,072	250,384	75,688			159,000	485,072				6,870	144,700	333,502		333,502
1.236	Salt Spring Island Fernwood Dock	27,950	18,160				9,790	27,950				170		27,780		27,780
1.238A	Community Transit (S.S.I.)	594,916	559,916				35,000	594,916				235,266			359,650	359,650
1.238B	Community Transportation (S.S.I.)	184,266	89,266				95,000	184,266				1,250			183,016	183,016
1.280	Regional Parks	17,382,152	14,019,412	569,778		127,602	2,665,360	17,382,152		34,450		922,613	452,885		15,972,204	15,972,204
1.280A	Regional Parks - Land Acquisition	1,592,500	50,000	1,542,500				1,592,500							1,592,500	1,592,500
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,247,603	3,247,603					3,247,603		14,828		180,710			3,052,065	3,052,065
1.299	Salt Spring Island Arts	143,931	143,931					143,931				90			143,841	143,841
1.309	Climate Action and Adaptation	1,343,170	1,342,459				711	1,343,170				26,028			1,317,142	1,317,142
1.310	Land Banking & Housing	4,531,266	1,434,739	3,092,527			4,000	4,531,266		309,711		198,479	10,500		4,012,576	4,012,576
1.311	Regional Housing Trust Fund	-						-								-
1.313	Animal Care Services	1,768,577	1,718,577			20,000	30,000	1,768,577				1,240,152	20,010		508,415	508,415
1.314	SGI House Numbering	10,261	10,261					10,261				110			10,151	10,151
1.316	SSI Building Numbering	10,375	10,375					10,375				20			10,355	10,355
1.317	JDF Building Numbering	14,183	14,183					14,183				40			14,143	14,143
1.318	Building Inspection	1,941,658	1,891,558			6,800	43,300	1,941,658		32,555	38,041	4,650	1,339,510		526,902	526,902
1.319	Soil Deposit Removal	6,169	6,169					6,169				40			6,129	6,129
1.320	Noise Control	43,239	43,239					43,239				305			42,934	42,934
1.322	Nuisances & Unsightly Premises	57,629	57,629					57,629				310			57,319	57,319
1.323	By-Law Enforcement	582,600	545,640				36,960	582,600		551,420		31,180				-
1.324	Regional Planning Services	1,615,908	1,613,408				2,500	1,615,908		84,786	58,281	72,270			1,400,571	1,400,571
1.325	Electoral Area Services - Planning	869,101	793,331				75,770	869,101		33,810	19,456	2,585	45,000		768,250	768,250
1.330	Regional Growth Strategy	339,550	329,550				10,000	339,550			26,595	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	188,995	123,995				65,000	188,995				9,420	8,800		170,775	170,775
1.340	JDF Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.341	SGI Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.342	SSI Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.350	Willis Point Fire Protect & Recreation	190,808	116,363	23,877		6,820	43,748	190,808				33,930			156,878	156,878
1.352	South Galiano Fire Protection	556,420	342,448	122,682		6,290	85,000	556,420				740		122,682	432,998	555,680
1.353	Otter Point Fire Protection	559,328	384,838			5,770	168,720	559,328				360			558,968	558,968
1.354	Malahat Fire Protection	71,004	71,004					71,004							71,004	71,004
1.355	Durrance Road Fire Protection	3,030	2,730				300	3,030						3,030		3,030
1.356	Pender Fire Protection	1,272,936	1,036,180	55,820			180,936	1,272,936			55,820	10,419			1,206,697	1,206,697
1.357	East Sooke Fire Protection	557,357	299,414	155,109			102,834	557,357				28,460	48,720		480,177	480,177
1.358	Port Renfrew Fire Protection	165,526	137,526				28,000	165,526				1,144	65,753		98,629	98,629
1.359	N. Galiano Fire Protection	227,744	166,942	48,872		6,930	5,000	227,744				754		24,440	202,550	226,990
1.360	Shirley Fire Protection	165,962	94,962			10,000	61,000	165,962				200			165,762	165,762
1.363	Saturna Island Fire	223,643	223,643					223,643				10,830			212,813	212,813
1.369	Electoral Area Fire Services - JDF	64,004	62,096			1,908		64,004				100			63,904	63,904
1.369	Electoral Area Fire Services - SGI	72,779	70,607			2,172		72,779							72,779	72,779
1.370	Juan de Fuca Emergency Program	94,932	79,052				15,880	94,932				220			94,712	94,712
1.371	S.S.I. Emergency Program	140,978	140,978					140,978				190			140,788	140,788

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN

Schedule A

		Expenditures						*Revenue*								
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.372	Electoral Area Emergency Program	685,031	677,531				7,500	685,031		507,510	3,601	990			172,930	172,930
1.373	S.G.I. Emergency Program	270,044	256,044				14,000	270,044				2,870			267,174	267,174
1.374	Regional Emergency Program Support	158,388	158,388					158,388				7,630			150,758	150,758
1.375	Hazardous Material Incident Response	380,312	370,752				9,560	380,312				19,760			360,552	360,552
1.377	J.D.F. Search and Rescue	98,344	94,344				4,000	98,344				22,810			75,534	75,534
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,676,862	4,067,896	53,966			555,000	4,676,861				425,472	893,508		3,357,882	3,357,882
1.405	JDF EA - Community Parks	208,877	188,877				20,000	208,877				850			208,027	208,027
1.408	JDF EA - Community Recreation	97,957	97,957					97,957				22,300			75,657	75,657
1.44X	Panorama Rec. Center.	10,746,542	9,076,184	240,411			1,429,947	10,746,542			51,000	1,662,348	3,374,504		5,658,690	5,658,690
1.455	Salt Spring Island - Community Parks	1,167,335	1,061,046	85,789			20,500	1,167,335		411,445		153,250			602,640	602,640
1.458	Salt Spring Is.- Community Rec	288,303	288,303					288,303				40	224,143		64,120	64,120
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,885,362	2,034,974	505,888			344,500	2,885,362		109,100		132,009	290,259		2,353,994	2,353,994
1.465	Saturna Island Comm. Parks	26,426	20,426				6,000	26,426				1,194			25,232	25,232
1.468	Saturna Island - Community Rec.	15,418	15,418					15,418				777			14,641	14,641
1.475	Mayne Is. Com. Parks & Rec	101,108	81,488				19,620	101,108				2,970			98,138	98,138
1.476	Mayne Is. Comm. Parks (reserve)	7,190	7,190					7,190				6,760	430			-
1.478	Mayne Is. Community Rec.	37,830	37,830					37,830				60			37,770	37,770
1.485	North & South Pender Com. Parks	175,254	132,254				43,000	175,254				1,733			173,521	173,521
1.488	North & South Pender Com. Rec	71,590	71,590					71,590				870			70,720	70,720
1.495	Galiano Parks	101,963	91,963				10,000	101,963				70			101,893	101,893
1.498	Galiano Community Recreation	40,535	40,535					40,535				15			40,520	40,520
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,841,757	23,455,691				3,386,066	26,841,757				10,036,646	16,805,111			-
1.523	Port Renfrew Refuse Disposal	96,360	90,360				6,000	96,360		18,402		41,336			36,622	36,622
1.525	Solid Waste Disposal - Debt	135,109	840	134,269				135,109				840	134,269			-
1.531	Stormwater Quality Management - Sooke	41,427	25,060				16,367	41,427				87			41,340	41,340
1.533	Stormwater Quality Management - S.G.I.	42,320	42,320					42,320				510			41,810	41,810
1.535	Stormwater Quality Management - S.S.I.	30,254	30,254					30,254				30			30,224	30,224
1.536	LWMP-Stormwater Quality Management-Core	788,475	788,475					788,475			5,959	92,836			689,680	689,680
1.537	Stormwater Quality Management - Peninsula	127,509	127,509					127,509				4,051			123,458	123,458
1.538	Source - Stormwater Quality - Peninsula	60,326	60,326					60,326				1,646			58,680	58,680
1.57X	Environmental Services	25,354,887	24,822,864				532,023	25,354,887		25,262,487		92,400				-
1.911	911 Systems	2,670,715	1,524,848	1,011,949			133,918	2,670,715				2,177,077	127,338		366,300	366,300
1.912B	911 Call Answer - Municipalities	-						-		703,444		-60,243			-643,201	-643,201
1.913	913 Fire Dispatch	328,308	293,308				35,000	328,308				16,361			311,947	311,947
1.921	Regional CREST Contribution	1,909,030	1,909,030					1,909,030				100,934			1,808,096	1,808,096
1.923	Emergency Comm - CREST - S.G.I.	195,538	195,538					195,538				1,754			193,784	193,784
1.924	Emergency Comm - CREST - J.D.F.	133,673	133,673					133,673				220			133,453	133,453
1.925	Emergency Comm - CREST - S.S.I.	155,176	155,176					155,176				120			155,056	155,056
2.610	Saanich Peninsula Water Supply	9,188,322	7,651,587	1,086,735			450,000	9,188,322				500	9,187,822			-
2.620	SSI Highland Water System	12,869	221	12,648				12,869				110		12,759		12,759
2.621	Highland / Fernwood Water - SSI	555,012	337,716	177,296			40,000	555,012				790	473,040	81,182		81,182
2.622	Cedars of Tuam	86,921	41,752	38,669			6,500	86,921			10,000	50	76,871			-
2.624	Beddis Water	326,329	186,450	24,879			115,000	326,329				280	244,849	81,200		81,200
2.626	Fulford Water	332,486	168,543	145,843			18,100	332,486				870	251,616	80,000		80,000
2.628	Cedar Lane Water (S.S.I.)	102,327	57,606	7,721			37,000	102,327				180	70,777	31,370		31,370
2.630	Magic Lakes Estate Water System	1,050,299	764,574	144,335			141,390	1,050,299			40,000	9,600	411,164	589,535		589,535
2.640	Saturna Island Water System (Lyall Harbour)	264,531	177,182	23,849			63,500	264,531				1,080	122,411	141,040		141,040
2.642	Skana Water (Mayne)	154,907	59,355	73,552			22,000	154,907			5,000	110	56,235	93,562		93,562
2.650	Port Renfrew Water	188,011	121,667	44,344			22,000	188,011			500	1,130	93,191	93,190		93,190
2.660	Fernwood Water	3,915	138	3,777				3,915				50		3,865		3,865
2.665	Sticks Allison Water (Galiano)	68,332	51,332				17,000	68,332				100	59,232	9,000		9,000
2.667	Surfside Park Estates (Mayne)	252,928	109,456	126,472			17,000	252,928				100	212,828	40,000		40,000
2.670	Regional Water Supply	42,612,199	19,114,695	3,357,424		19,800,000	340,080	42,612,199				612,470	41,999,729			-
2.680	Juan de Fuca Water Distribution	27,954,700	16,011,960	2,747,525		8,910,000	285,215	27,954,700		6,000		179,270	27,769,430			-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137		25,137.00
2.691	Wilderness Mountain Water Service	231,482	134,000	66,482			31,000	231,482				120	139,810	91,552		91,552
3.700	Septage Disposal - Municipal	177,329	140,831			36,498		177,329				174,589	2,740			-
3.700	Septage Disposal - JDF Service Area	-						-								-
3.701	Millstream Remediation Service	103,854	884	102,970				103,854			46,073	11,707			46,074	46,074
3.705	S.S.I. Liquid Waste Disposal	1,137,354	857,876	239,678			39,800	1,137,354				1,610	664,890	470,854		470,854
3.707	On Site System Management Program - LWMP	203,999	203,999					203,999				10,556			193,443	193,443
3.71X	Trk Swrs & Swge Disp - oper	37,463,950	34,583,191	204,703			2,676,056	37,463,950		1,641,256	401,241	28,803,609			6,617,844	6,617,844
3.7XX	Trk Swrs - debt	24,332,941	34,930	10,557,187		5,529,745	8,211,079	24,332,941				17,629,809			6,703,132	6,703,132
3.720	LWMP (Peninsula) - Implementation	59,353	37,624				21,729	59,353				980			58,373	58,373
3.750	LWMP	390,454	343,047				47,407	390,454				162,109			228,345	228,345
3.752	Harbours Program	375,406	375,406					375,406				23,460			351,946	351,946
3.755	Regional Source Control	1,778,135	1,778,135					1,778,135		59,110	102,821	95,951	59,510		1,460,743	1,460,743
3.756	Harbours Environmental Action	74,111	74,111					74,111				2,026			72,085	72,085
3.810	Ganges Sewer	1,244,402	768,190	340,432			135,780	1,244,402				2,130	1,171,513	70,759		70,759
3.820	Maliview Estates Sewer System	337,698	157,439	155,259			25,000	337,698				25,150	300,548	12,000		12,000.00
3.830	Magic Lake Estates Sewer System	914,077	646,714	174,103			93,260	914,077		11,770		1,250	288,625	612,432		612,432
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500		224,607		224,607
3.850	Port Renfrew Sewer	253,730	112,712	122,018			19,000	253,730				1,320	126,205	126,205		126,205
21.ALL	Feasibility Study Reserve Fund - All	-						-								-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-								-

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	22,212,264	167,078,666	49,424,500	5,898,000	2,141,500	246,754,930
E	Equipment	20,543,342	11,052,593	7,247,999	6,045,860	5,453,775	50,343,569
L	Land	9,175,002	5,945,000	6,090,000	5,530,000	5,235,000	31,975,002
S	Engineered Structures	133,515,093	76,579,018	66,094,026	61,024,900	16,254,000	353,467,037
V	Vehicles	5,206,485	2,445,000	2,196,000	1,340,000	692,000	11,879,485
		190,652,186	**263,100,277**	**131,052,525**	**79,838,760**	**29,776,275**	**694,420,023**
	SOURCE OF FUNDS						
C	Capital Funds on Hand	49,537,773	21,457,100	23,597,063	24,514,000	12,129,000	131,234,936
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	10,894,058	6,128,473	3,981,999	3,583,860	2,827,775	27,416,165
G	Grants (Federal, Provincial)	23,653,151	15,070,984	7,533,770	2,935,000	140,000	49,332,905
R	Reserve Fund	59,749,473	26,125,000	13,862,513	10,305,900	6,384,500	116,427,386
O	Other	11,268,631	131,032,800	34,800,000	2,360,000	200,000	179,661,431
		190,652,186	**263,100,277**	**131,052,525**	**79,838,760**	**29,776,275**	**694,420,023**

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)				482,475		482,475				312,250	170,225		482,475
1.280	Regional Parks	1,477,000	345,000	1,090,000	5,986,925	5,120,000	14,018,925	3,878,925	5,500,000	345,000	343,000	3,952,000		14,018,925
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	65,000	162,000			240,500		162,000	78,500				240,500
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	720,000	935,000				265,000	563,000	107,000	935,000
1.40x	SEAPARC	395,700	20,000	585,000	-	-	1,000,700		-	85,700	95,000	820,000		1,000,700
1.44X	Panorama Recreation	1,873,704	484,000	3,678,129	238,600	10,000	6,284,433	999,056	1,753,000	1,093,000	1,389,777	1,049,600		6,284,433
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		1,416,135	450,000	1,080,002	2,976,137	3,400	-	30,000	1,597,862	744,875	600,000	2,976,137
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			28,000	41,000		69,000	8,000			6,500	54,500		69,000
1.521	Environmental Resource Management	1,348,000		-	23,875,000		25,223,000	875,000		683,000		23,665,000		25,223,000
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			192,000		232,000		-		140,000	92,000		232,000
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000		-		-	10,000		10,000
2.624	Beddis Water (SSI)	30,000			32,725		62,725		-		-	62,725		62,725
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	36,197,000		38,602,000	14,605,000	6,100,000	1,060,000		10,675,000	6,162,000	38,602,000
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			3,570,000		3,637,500	50,000	-	417,500		3,170,000		3,637,500
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		**20,543,342**	**5,206,485**	**22,212,264**	**133,515,093**	**9,175,002**	**190,652,186**	**49,537,773**	**35,549,100**	**10,894,058**	**23,653,151**	**59,749,473**	**11,268,631**	**190,652,186**

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	-	8,377,500	-	8,000,000	62,500	75,000	240,000	-	8,377,500
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		-	16,568,000		16,851,000	-		1,233,000		15,618,000		16,851,000
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**	**76,579,018**	**5,945,000**	**263,100,277**	**21,457,100**	**63,285,920**	**6,128,473**	**15,070,984**	**26,125,000**	**131,032,800**	**263,100,277**

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	585,000	-			590,000		-	590,000				590,000
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	8,950,000		9,583,000	250,000		283,000		9,050,000		9,583,000
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**	**2,196,000**	**49,424,500**	**66,094,026**	**6,090,000**	**131,052,525**	**23,597,063**	**47,277,180**	**3,981,999**	**7,533,770**	**13,862,513**	**34,800,000**	**131,052,525**

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**

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Bylaw No. 4521: Capital Regional District Regional Services Operating Reserve Funds Bylaw No. 1, 2016, Amendment No. 3, 2022**

ISSUE SUMMARY

To amend Capital Regional District (CRD) Bylaw No. 4102 relating to the administration of Regional Services Operating Reserve Funds.

BACKGROUND

In 2016, the CRD Board approved establishment of the Regional Services Operating Reserve Fund (Bylaw No. 4102) to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, and special one-time operating projects, as well as to mitigate fluctuations in revenue. Contained in the bylaw is the list of services for which operating reserve funds are authorized. The bylaw received amendments in 2016 and 2019.

Reserve guidelines limit transfers to operating reserves, transferring only to fund one-time projects or with the intent of stabilizing ongoing operations and reduce risk of service interruption. Reserve funding levels support financial stability of ongoing operations and reduce risk of service interruption. As part of the 2023 financial planning process, an amendment to the existing regional services operating reserve bylaw is required to permit the transfer of forecasted 2022 operating surpluses. It is proposed that the bylaw be amended as follows:

Bylaw No.	Bylaw Title	Amendment
4102	Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2016	Add: 'Community Health' 'Geo-Spatial Referencing System'

The addition of an operating reserve for the Community Health service is to mitigate fluctuations in revenue due to the variability of grant revenue received year over year and ensure services can continue as planned.

The addition of an operating reserve for the Geo-Spatial Referencing System will enable the service to undertake special operating projects in the future without impacting requisition.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4521, "Capital Regional District Regional Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment No. 3, 2022", be introduced and read a first, second and third time; and
2. That Bylaw No. 4521 be adopted.

Alternative 2
That Bylaw 4521 be deferred pending further analysis by CRD staff.

IMPLICATIONS

Financial Implications
The proposed amendment to the bylaw will enable the transfer of surplus funds to reserve for future operating expenditures and revenue stabilization as required. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and held in separate funds for each service.

CONCLUSION

Bylaw No. 4102 enables CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses and special one-time operating projects, as well as to mitigate fluctuations in revenue. Contained in the bylaw is the list of services for which operating reserve funds are authorized. The recommendation is to amend the bylaw to include the additional services. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and will be held in separate funds for each service.

RECOMMENDATION

1. That Bylaw No. 4521, "Capital Regional District Regional Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment No. 3, 2022", be introduced and read a first, second and third time; and
2. That Bylaw No. 4521 be adopted.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4521

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4521

****

A BYLAW TO AMEND THE CAPITAL REGIONAL DISTRICT REGIONAL SERVICES OPERATING RESERVE FUNDS BYLAW

****

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 4102, "Capital Regional District Regional Services Operating Reserve Fund Bylaw No. 1, 2016", is hereby amended as follows:

   By deleting Section 1 in its entirety and replacing it with the following:

   "1. The Regional District hereby establishes a separate operating reserve fund for each of the following Capital Regional District regional services:

   a) Legislative and Government
   b) Regional Parks
   c) Regional Planning Services
   d) Regional Growth Strategy
   e) Climate Action and Adaptation
   f) Regional Source Control
   g) Land Assembly, Housing and Land Banking
   h) Hazardous Materials Incident Response
   i) Emergency Response Telephone
   j) Regional Emergency Program
   k) Community Health
   l) Geo-Spacial Referencing System."

2. This Bylaw may be cited as "Capital Regional District Regional Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment No. 3, 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

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EEP 22-29

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Bylaw No. 4522 – Regional Goose Management Service**

ISSUE SUMMARY

The Capital Regional District (CRD) Board requested the development of a regional Goose Management Service and a report outlining costs for such a service.

BACKGROUND

At the June 8, 2022 CRD Board meeting, staff were directed to bring back a report outlining costs for a Canada Goose Management Service. Staff provided an Initiative Business Case that included the costs for this service in the provisional budget. This report provides a draft establishing bylaw for consideration (Appendix A) and provides further details of the proposed cost-share for a goose management service (Appendix B).

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4522, "Canada Goose Management Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second and third time;
2. That participating area approval be obtained by regional alternative approval process; and
3. That Bylaw No. 4522 be forwarded to the Inspector of Municipalities for review of the elector approval method.

Alternative 2

That Bylaw No. 4522 be deferred pending further information from staff.

IMPLICATIONS

Environmental & Climate Implications

The current Vancouver Island Canada goose population ranges from 10,000 to 15,000, with an estimated 3,500-7,000 birds over-wintering in the capital region. Data from banded birds confirms that Canada geese are moving between regions on Vancouver Island. In the capital region, the Canada goose population had an annual growth rate of 16% from 1977-1997 (Christmas bird count), while survey data from 2017-2021 indicates the population is roughly doubling every 4.3 years.

The inconsistent and uncoordinated approach to managing goose populations across the region has resulted in moving geese and their associated impacts into new areas, continued expansion of nesting and over-wintering populations, and increasing ecological, economic and social impacts to agricultural and recreational lands, estuaries and wetlands. Stewardship groups report

significant and ongoing damage to native ecosystems on nearshore islands and to important estuaries, as a result of increasing goose populations, while the farming community reports significant and ongoing agricultural and economic impacts from geese.

Service Delivery and Intergovernmental Implications

A regional Canada Goose Management Service would provide coordinated management of Canada goose populations and would include:

a) monitoring, mapping, reporting on Canada Goose populations and their impacts
b) coordinating and establishing collaborative partnerships with municipalities, First Nations, large landowners, Peninsula and Area Agricultural Commission, other government agencies and stewardship groups to implement the CRD's Regional Canada Goose Management Strategy and manage Canada Goose populations in the region
c) facilitating the development and implementation of a communications strategy and public education program to support the management of Canada Goose populations; and
d) collaboration with other Vancouver Island regional districts, local governments and First Nations to reduce Canada Goose populations through the Vancouver Island Canada Goose Management Working Group.

Financial Implications

An Initiative Business Case outlining the proposed annual budget for a Regional Goose Management Service has been submitted as part of the provisional budget package.

Staff have proposed potential costs for this regional service be cost-shared based on population (50%) and converted assessment (50%) for the participating partners. The proposed cost apportionment for the participating partners for 2023 is presented in Appendix B.

Legal Implications

A regional district may operate any service it deems desirable, provided that on establishment of the service by way of service establishing bylaw, it received participating area approval. There are three options to obtain participating area approval for Bylaw No. 4522: regional alternative approval process; municipal consent on behalf with alternative approval process (AAP) in the electoral areas; and referendum/elector assent.

As a regional goose management service is only effective if all municipalities and electoral areas participate, a regional AAP is advised. This would put the responsibility of objecting to the service on the electors, who, if 10% were not in favour, could determine not to proceed. An alternative is the municipal consent process, which would permit any municipality or electoral area, by AAP, to effectively veto the creation of the service if they were not in favour of its establishment. Given an AAP is already required in the Electoral Areas, it is recommended a regional AAP be persued.

CONCLUSION

Increasing populations of Canada geese in the capital region are causing significant impacts to estuary habitats, ecological reserves, recreational fields, beaches and lakes, and agricultural crops, resulting in increasing pressure on local governments to take coordinated action. Staff

have prepared a service establishing bylaw to monitor goose populations and to coordinate partnerships between land use agencies under various jurisdictions, including First Nations, federal and provincial wildlife agencies, parks and recreation boards, local and regional governments, airport authorities, farmers and other owners of large properties to support effective management of Canada geese in the capital region.

RECOMMENDATION

1. That Bylaw No. 4522, "Canada Goose Management Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
2. That participating area approval be obtained by regional alternative approval process; and
3. That Bylaw No. 4522 be forwarded to the Inspector of Municipalities for review of the elector approval method.

Submitted by:	Peter Kickham, M.E.T. R.P.Bio. Acting Senior Manager, Environmental Protection
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental 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. 4522, "Canada Goose Management Service Establishment Bylaw No. 1, 2022"
Appendix B: Goose Management Service – Participant Apportionment

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4522

****

A BYLAW TO ESTABLISH A SERVICE FOR THE PURPOSE OF CANADA GOOSE MANAGEMENT

****

WHEREAS:

A. The Board of the Capital Regional District wishes to establish a regional Canada Goose monitoring and coordination service (the "Service") to address increasing populations of non-migratory, resident Canada geese populations, reduce their environmental impacts and to coordinate management of Canada geese with public authorities and groups across the capital region under s.263(1)(a) of the *Local Government Act*;

B. Participating area approval is required and assent of the electors has been obtained by regional alternative approval process, pursuant to s. 342(4) of the Local Government Act; and,

C. The approval of the Inspector of Municipalities has been obtained under s. 343(1)(a) of the *Local Government Act*.

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

Service

1. The Service being established and to be operated is a service for the purpose of regional Canada Goose management and coordination, including, without limiting the foregoing:

    a) monitoring, mapping, reporting on Canada Goose populations and their impacts;

    b) coordinating and establishing collaborative partnerships with municipalities, First Nations, large landowners, Peninsula and Area Agricultural Commission, government agencies, and stewardship groups to implement the Regional Canada Goose Management Strategy and manage Canada Goose populations in the region;

    c) facilitating the development and implementation of a communications strategy and public education program to support the management of Canada Goose populations; and

    d) collaboration with other Vancouver Island regional districts, local governments and First Nations to reduce Canada Goose populations through the Vancouver Island Canada Goose Management Working Group.

Boundaries

2. The boundaries of the service area are coterminous with the boundaries of the Capital Regional District.

Participating Areas

3. All municipalities and electoral areas within the Capital Regional District are the participating areas for this service.

Cost Recovery

4. As provided in Section 378 of the *Local Government Act*, the annual cost of providing the Service shall be recovered by one or more of the following:
   (a) property value taxes imposed in accordance with Division 2 of Part 11 of the *Local Government Act*;
   (b) fees and charges imposed under Section 397 of the *Local Government Act*;
   (c) revenues raised by other means authorized by the *Local Government Act* or another Act;
   (d) revenues received by way of agreement, enterprises, gift, grant or otherwise.

Cost Apportionment

5. (a) The annual costs for the service, net of grants and other revenues, shall be apportioned among the participating areas, as follows:

      i. Fifty (50) per cent of the costs shall be recovered on the basis of the population of the participating areas; and
      ii. Fifty (50) per cent on the converted value of land and improvements in the participating areas.

   (b) Population, for the purpose of this section, is the population estimate as determined annually by the Regional Planning department of the Capital Regional District.

Maximum Requisition

6. In accordance with Section 339 (1)(e) of the Local Government Act, the maximum amount that may be requisitioned annually for the cost of the Service is the greater of:

   (a) Two hundred and fifty-one thousand nine hundred ($251,900); or

   (b) An amount equal to the amount that could be raised by a property value tax rate of $0.0016 per ONE THOUSAND DOLLARS ($1,000.00) that, when applied to the net taxable value of the land and improvements within the Service Area, will yield the maximum amount that may be requisitioned for the Service.

Citation

7. This Bylaw may be cited as the “Canada Goose Management Service Establishment Bylaw No. 1, 2022”.

READ A FIRST TIME THIS day of

READ A SECOND TIME THIS day of

READ A THIRD TIME THIS day of

APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS day of

RECEIVED PARTICIPATING AREA
APPROVAL UNDER SECTION 342(4)
OF THE *LOCAL GOVERNMENT ACT* THIS day of

ADOPTED THIS day of

_____ _____

CHAIR CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS day of

APPENDIX B

GOOSE MANAGEMENT SERVICE

PARTICIPANT APPORTIONMENT

Service Participants	Basis of Apportionment		Percent of Total	Requisition ($)
	50% Regional Planning Population (2021)	50% Converted Assessments (2022)		
Municipalities				
City of Colwood	19,693	676,387,481	4.09%	9,705
City of Victoria	94,890	4,562,581,324	23.16%	54,982
District of Central Saanich	18,522	821,112,902	4.34%	10,294
Township of Esquimalt	18,764	592,077,215	3.76%	8,916
City of Langford	47,313	1,807,943,089	10.31%	24,469
District of Saanich	124,639	4,885,131,652	27.48%	65,232
District of Oak Bay	18,930	1,171,428,027	5.31%	12,616
District of North Saanich	12,500	814,676,641	3.62%	8,590
District of Metchosin	5,186	203,434,625	1.14%	2,715
Town of Sidney	12,279	656,173,316	3.17%	7,530
Town of View Royal	12,034	443,000,748	2.58%	6,117
District of Highlands	2,582	120,325,439	0.62%	1,472
District of Sooke	15,539	517,468,098	3.18%	7,555
	402,871	17,271,740,557	92.76%	220,194
Electoral Areas				
Juan de Fuca	5,756	331,978,346	1.55%	3,683
Saltspring Island	12,276	647,554,560	3.15%	7,474
Southern Gulf Islands	5,261	490,465,703	1.92%	4,546
	23,293	1,469,998,609	6.62%	15,704
First Nations				
Tsawout	1,790	37,233,100	0.31%	729
Songhees	1,839	37,506,403	0.31%	744
	3,629	74,739,503	0.62%	1,474
Total	**429,793**	**18,816,478,669**	**100.00%**	**237,372**

Prepared September 22, 2022. Data based on information used for 2022 Final Budget.

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REPORT TO THE ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 12, 2022

SUBJECT **Bylaw No. 4514: Tax Exemption (Permissive) Bylaw, 2022**

ISSUE SUMMARY

To authorize electoral area permissive tax exemptions for 2023.

BACKGROUND

Under Section 391 of the *Local Government Act* (LGA), the Capital Regional District (CRD) may provide tax exemption for eligible properties in an electoral area. A bylaw must be adopted by the CRD Board prior to October 31 each year for the exemption to be processed by BC Assessment for the following year.

The permissive tax exemption requests are evaluated and considered by the CRD Board annually. The deadline is July 31 each year to apply for the tax exemption of the next taxation year. The detailed information regarding the application process and additional resources are available on the CRD website (Appendix D).

2023 Exemption Requests

For the 2023 taxation year, there are no new request and eight (8) renewals to be considered. The renewals include one leased property used for CRD services (North Galiano Fire Service).

The property donated to the CRD (Estate of Doreen Kennedy) for community parks (Galiano Parks and Recreation Service) with a life interest for the donor and caretaker is no longer part of these renewals from 2023 onwards. The lone remaining person who holds the life interest is intending to terminate their rights and remove the life interest from the Land Title. As a result, the Property would be eligible for statutory exemption from taxation being CRD-owned property, and a permissive exemption would not be required.

Table 1: Renewal Requests

#	PROPERTY	DESCRIPTION
1	Pender Island Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2023 attached.
2	Galiano Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2023 attached
3	Magic Lake Property Owners Society (MLPOS)	Granted upon request for land only used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2023 attached

#	PROPERTY	DESCRIPTION
4	Royal Canadian Legion, Branch #239 Pender Island	Granted for the first time in 2018 upon request for land and improvements used principally for public athletic or recreation purposes exemption under LGA 391(4)(a); letter of request for 2023 attached.
5	Royal Canadian Legion, Branch #92, Salt Spring Island	Granted for the first time in 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2023 attached.
6	Salt Spring Island Golf and Country Club	Granted for the first time in 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2023 attached.
7	Salt Spring Island Rod & Gun Club	Granted for the first time in 2022 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2023 attached.
8	North Galiano Fire Hall	Granted in 2013 for land and improvements held by the CRD for the fire service – LGA 391(4)(g); this exemption is required given that the new fire hall has been constructed on property that the CRD leases from the North Galiano Fire Protection Society; no letter of request necessary (CRD itself).

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4514, "Tax Exemption (Permissive) Bylaw, 2022", be introduced and read a first, second and third time;
2. That Bylaw No. 4514 be adopted.

Alternative 2
That this report be referred back to staff for further review.

IMPLICATIONS

Financial Implications

The following values represent the estimated tax revenue of the proposed exemptions (based on 2022 assessment values and tax rates):

Table 2: Estimated Total Proposed Tax Exemptions

PROPERTY	CRD	CRHD	OTHER	TOTAL
Pender Island Golf & Country Club	$2,174	$206	$4,715	$7,095
Galiano Golf & Country Club	$2,569	$233	$5,350	$8,152
Magic Lake Property Owners Society	$6,837	$147	$3,460	$10,444
Royal Canadian Legion, Branch #239 Pender Island (Class 8 Only)	$376	$32	$744	$1,152
Royal Canadian Legion, Branch #92, Salt Spring Island (Class 8 Only)	$401	$27	$759	$1,187
Salt Spring Island Golf & Country Club	$4,674	$670	$18,578	$23,922
Salt Spring Island Rod & Gun Club	$818	$109	$3,104	$4,031
North Galiano Fire Hall	$2,507	$234	$4,982	$7,723

The estimated exemption under "Other" in the table above accumulates multiple tax categories, such as School Tax, Provincial Rural Tax, Police Tax, BC Assessment, Municipal Finance Authority, Islands Trust, Salt Spring Island Fire and Water Protection (for Salt Spring Island only).

The exemption from property taxes removes the eligible assessed values on these properties and corresponding tax assessed values from the total taxable assessed value that taxes will be applied to. This results in other ratepayers absorbing the tax revenue from which these properties are exempted.

Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

CONCLUSION

The CRD has eight (8) permissive tax exemptions to consider for the taxation year 2023; seven (7) by request and one for the North Galiano Fire Hall now located on property that the CRD leases from the North Galiano Fire Protection Society. The proposed Bylaw No. 4514 will grant permissive tax exemption in accordance with Section 391 of the *Local Government Act*. Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4514, "Tax Exemption (Permissive) Bylaw, 2022", be introduced and read a first, second and third time;
2. That Bylaw No. 4514 be adopted.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4514
Appendix B: Correspondence (7)
Appendix C: BC Assessment Property Classifications
Appendix D: CRD Permissive Tax Exemption Application Process

APPENDIX A

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4514

****

A BYLAW TO AUTHORIZE ELECTORAL AREA PERMISSIVE TAX EXEMPTIONS

****

WHEREAS:

A. Under Section 391 of the *Local Government Act*, the Capital Regional District may provide tax exemption for properties in an electoral area that meet any of the conditions listed in Section 391(4).

B. The Board wishes to exempt certain properties owned, held or operated for the uses or purposes set out in Section 391(4)(a) and (g) of the *Local Government Act* from taxation for the calendar year 2023.

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

1. Each property described in Schedule "A" attached to this bylaw shall be exempt from taxation under Section 391 of the *Local Government Act* for the year 2023 by virtue of it being used, held, owned or occupied by the organizations named in the Schedule.

2. This Bylaw may be cited as "Tax Exemption (Permissive) Bylaw, 2022".

READ A FIRST TIME THIS	day of	202__
READ A SECOND TIME THIS	day of	202__
READ A THIRD TIME THIS	day of	202__
ADOPTED THIS	day of	2202__

CHAIR

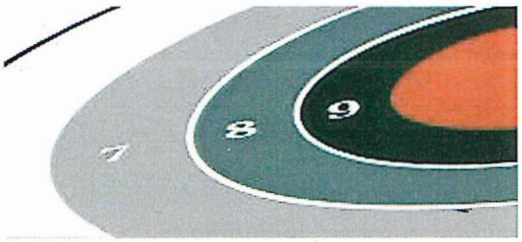
CORPORATE OFFICER

Bylaw No. 4514

SCHEDULE A

OWNER / OCCUPIER / HOLDER	DESCRIPTION	EXEMPTION	LGA REFERENCE
Salt Spring Island Rod & Gun Club	Lot A, Plan VIP14462, Section 4, Range 4, Cowichan Land District, Portion Salt Spring, (221 Long Harbour Road) Tax Roll No. 01-64-764-00716.007	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Pender Island Golf & Country Club	Lot A, Plan VIP52327, Section 17, Cowichan Land District, Portion Pender Island (2314 Otter Bay Road) Tax Roll No. 01-64-764-08647.010	Land and improvements	391(4)(a)
Galiano Golf & Country Club	Lot AM11, Block 1, Plan 24167, District Lot 4, Cowichan District, Portion Galiano Island, and Lot 6, Block 2, District Lot 4, Galiano Island, Cowichan District, Plan 24167 (Linklater Road) Tax Roll No. 01-64-764-02192.023	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Magic Lake Property Owners Society	Lot A, Plan VIP41807; Section 9; Portion Pender Island; District Lot 465 Cowichan Land District (Thieves Bay Marina) Tax roll No. 01-764-13027.026 Tax roll No. 01-764-13027.027	Land only (exclude improvement and water lot)	391(4)(a)
Magic Lake Property Owners Society	Lot 21, Plan VIP22335; Section 9; Cowichan Land District , Portion Pender Island (Land adjacent to Mouat Park) Tax roll No. 01-764-08454.305, Lot 18, Plan VIP22424; Section 10; Cowichan Land District Portion Pender Island (Tennis Court & Play Area) Tax roll No. 01-764-08455.036, Lot 67, Plan VIP22335, Section 9, Cowichan Land District Portion Pender Island Tax roll No. 01-764-08454.397	Land only (exclude improvements and water lot)	391(4)(a)
Royal Canadian Legion, Branch #239 Pender Island	Lot 6 PL; VIP7196 SEC: 17 Parcel A, Portion PENDER ISLAND, Parcel A (DD 47774W) Tax Roll No. 01-764-08666.000	Land and improvements (Class 8 Only)	391(4)(a)
Royal Canadian Legion, Branch #92 Salt Spring Island	Lot A, Plan VIP11826, Section 4, Range 3, Cowichan Land District, Portion North Salt Spring Tax Roll No. 01-764-00655.001	Land and improvements (Class 8 Only)	391(4)(a)
Salt Spring Island Golf & Country Club	Section 5, Range 2, Cowichan Land District, (805 Lower Ganges Rd) Tax Roll No. 01-764-00481.000	Land and improvements	391(4)(a)
Capital Regional District (North Galiano Fire Hall)	Lot 1 of Lot 83, Galiano Island, Cowichan District, Plan VIP69843 Tax roll No. 01-764-02273.110	Land and improvements	391(4)(g)

Appendix B: Correspondence



Salt Spring Island Rod & Gun Club

July 29, 2022

Att: Lia Xiu Finance Manager, *Local Services and Grant Management*
Finance and Technology

CRD

The Salt Spring Island Rod and Gun Club, (the "Club") respectfully requests an exemption from property taxes for its land and facilities located at 221/223 Long Harbour Road, Salt Spring Island for the 2023 tax year pursuant to *Sections 391(3)* and *(4)* of the Local Government Act. The Club's property has for many years been exempted from property tax by BC Assessment however, circumstances now require that a *Section 391* property tax exemption be sought.

Background

The Club was organized in 1913 and has been a provincial non profit society since about 1960. It is among the two or three oldest public service and recreational clubs on Salt Spring Island. The Club promotes shooting sports and teaches the safe handling and use of firearms and archery for both recreational and hunting purposes to Club members as well as the general public. The Club has been the home facility for several national and international champions in their sport as well as a judge for the Canada Games. Subject to the Club's policies and rules, the general public is welcome to join members in the recreational and educational activities offered. The Club makes its facilities available to other sporting, recreational, service and non profit organizations.

The Club Today

Since about 1960 when the Club became established in its present location, the Club's grounds and facilities have served the community as a venue for indoor and outdoor recreation, family events, educational workshops , training exercises, meetings and other organized events. The venue is offered free of charge for non commercial use although donations may be suggested in order to recover relevant operating costs. The Club has provided its land and facilities without charge to the CRD, RCMP, Salt Spring Island Fire Rescue and the Salt Spring Amateur Radio Society, the communications team of Salt Spring Island Search and Rescue for emergency and training purposes.

The Club has a signed agreement with the CRD for the use of the lands and facilities as an emergency *Reception Center* and *Group Lodging* location. The grounds have been evaluated as an alternate

emergency helicopter landing site. The CRD has also made use of the facilities for activities related to Camp Colossus. The Wolf Kids Nature Program has also used the facilities.

Members of the local RCMP detachment utilize the Club's facilities for firearms practice to meet proficiency standards.

Salt Spring Island Fire Rescue has used both the lands and facilities for training purposes including hose lays, the setup of a helispot and most recently for the fire department's drone pilot training for which the grounds are particularly well suited. In addition to member training the fire department has also used the Club for a fire extinguisher workshop for the general public.

The Salt Spring Amateur Radio Society has used our facilities for training and social events and as of this year is using our meeting room for their weekly meetings. They held their AGM and two day display event at the Club on June 25 and 26. They are considering the installation of a permanent antenna as well.

The Club has regularly provided a number of educational opportunities to members and the general public. These classes have included;

- Junior Rifle Program for youth 11-15 to learn basic firearms safety and handling
- Archery and rifle shooting for Boy Scouts and high school students
- Canadian Firearms Safety Course (CFSC) (2 in 2021 and 4 so far this year)
- BC CORE hunter education courses
- Archery Canada courses
- introductory lessons in firearm safety and handling for adults
- introductory lessons in hand loading ammunition

All Club events and activities are planned and run by volunteers and wherever possible facility maintenance and improvements are performed by both Club member and general public volunteers. Nominal fees are charged for membership and some activities. These fees are used only to cover operating and insurance costs and no group or individuals make a profit from Club sponsored events.

In the recent past the Club began costly environmental and sound testing studies. These studies have placed a financial burden on the Club which has impacted its ability to carry out maintenance and repairs. The requested property tax exemption would not only help with study costs but would also lessen the burden of repairs and maintenance necessary to keeping the facilities safe and usable. This in turn would allow us to continue offering the Club for the benefit of the public and public organizations.

Thank you for your time and consideration in this matter. If you have any questions please do contact me.

On behalf of the President, Board and membership of the Salt Spring Island Rod and Gun Club,

Sincerely,

John Wiebe, treasurer

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00716.007

CONFIDENTIAL PIN: 0001060807

School District: 64-Gulf Islands
Neighbourhood: 810

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

221 LONG HARBOUR RD
LOT A, PLAN VIP14462, SECTION 4, RANGE 4, COWICHAN LAND DISTRICT, RGE 4E, N SALT SPRING ISLAND; LOT 1, PLAN VIP20794, SECTION 3&4, RANGE 4, COWICHAN LAND DISTRICT, PORTION SALT SPRING, RGE 4E, N SALT SPRING ISLAND; MANUFACTURED HOME REG.# 43606
PID: 004-416-074 003-598-861

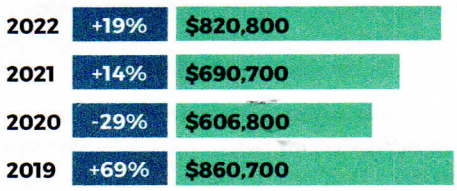
This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of **July 1, 2021**

Assessed Value	**Value**	**Class**
Land	57,300	Residential
	690,000	Rec/Non Profit
Buildings	29,900	Residential
	43,600	Business/Other
2022 Assessed Value	**$820,800**	
Taxable Value	**Rural**	
Less Exemptions	10,000	
2022 Taxable Value	**$810,800**	

YOUR PROPERTY VALUE HISTORY



Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 **THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022.**

Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00716.007

The Owner/Lessee of this property is:

145231

S-03
SALT SPRING IS ROD & GUN CLUB
PO BOX 442 STN GANGES
SALT SPRING ISLAND BC V8K 2W1

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

145231_1_2

BCA_PROD_ANOT_22_STD_20211203

Pender Island Golf & Country Club

2305 Otter Bay Road, Pender Island, B.C. ▫ www.penderislandgolf.com

Mailing Address:
P.O. Box 6, Pender Island, B.C. V0N 2M0

Golf Shop 250-629-6659
Office Phone/Fax 778-402-6527

A scenic 9-hole golf course located on Pender Island amidst B.C.'s beautiful Gulf Islands.

August 24, 2022

Capital Regional District
Attention: Ms. Rianna Lachance
Senior Manager, Financial Services
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

Dear Ms Lachance,

The Pender Island Golf and Country Club respectfully requests exemption from taxes for the year 2023 under Section 809(3)(a) of the *Local Government Act.*

Background

The Pender Island Golf and Country Club has been in existence since 1937 and, except for a period during the Second World War, the golf course has been in operation ever since. The Golf Club is a not-for-profit society and was incorporated under the *Societies Act* on July 3, 1945 (Charter No. 1047671-7). The purpose of this Society as stated in the constitution is to maintain the Golf Club "for the use and pleasure of club members and the public".

The Club in the Community

The Pender Island "community" is quite small, with about 2,500 full time residents, a high percentage of whom are retired or semi-retired. The summertime community expands substantially with many short-term residents and visitors coming to the island for vacation activities. In terms of recreation, Pender Island is somewhat isolated; however, the Golf Club provides an excellent outlet for recreational activities and is one of the major attractions for both residents of and visitors to Pender Island.

In terms of members, the Golf Club has junior, intermediate, social and regular memberships. As well, the Golf Club also provides recreational opportunities to many more residents and visitors on a casual green fee basis and these participants are increasing. We estimate that about 400 people regularly use these facilities. With few other recreational activities on the island other than boating, disc golf, cycling and walking, the

Golf Club is one of the major providers of recreation on Pender Island. There are no bowling facilities, no public swimming pool, no curling or hockey rinks and no theatre. There are no restrictions to membership in the Golf Club. While members can play as often as they wish, there is no preference given to members over green fee players. All golfers play on a first-come/ first booked, first-to-play basis.

Pender Island is very much a volunteer environment and the Golf Club is no exception. The Club was built by volunteers and volunteers continue to help maintain the course and work to continually improve its infrastructure.

Each year a "Pro-Am" tournament is held and a portion of the proceeds are donated to local community organizations. In the past several years, proceeds have gone to the Pender Island Medical Clinic and to the Roger Coleman Bursary Fund. As well, an active junior golf program provides free lessons to junior golfers through our involvement with the Pender Island School. Adult lessons are also available, allowing senior residents to take advantage of golf as a recreational activity.

The Golf Club provides employment and training for up to eight full and part-time employees.

Tax History

We have requested and been very appreciative to have received a tax exemption each year since 1999. We endeavor to be fiscally responsible and at the same time provide a product that is appreciated and of benefit to all Pender Island residents and visitors at as low cost as possible.

The Club has maintained its fees and charges at break-even levels. A tax bill would place a heavy burden on our financial situation and would undoubtedly necessitate higher recreation costs to the community as well as reductions in services and employment.

We respectfully request a tax exemption under Section 809(3),(a) of the *Local Government Act* for the year 2023. Should you require additional information regarding this request, we would be pleased to provide it.

Yours sincerely,

Daniel J. Weeks
President, Pender Island Golf & Country Club

Enclosure: Copy of 2022 Assessment Notice

CC: David Howe, Capital Regional District Director
7915 Swanson View Drive
Pender Island, BC V0N 2M2

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08647.010**
CONFIDENTIAL PIN: 0000948597
School District: 64-Gulf Islands
Neighbourhood: 910

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

2305 OTTER BAY RD
LOT A, PLAN VIP52327, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND; PARCEL F, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, EXCEPT PLAN 22933 36581
PID: 017-337-178 009-675-698

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	27,400	Business/Other
	1,003,000	Rec/Non Profit
Buildings	171,000	Business/Other
2022 Assessed Value	**$1,201,400**	
Taxable Value	**Rural**	
Less Exemptions	1,201,400	
2022 Taxable Value	**NIL**	

YOUR PROPERTY VALUE HISTORY

Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

- **2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax**
- **If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.**

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 **THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022**

Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08647.010

The Owner/Lessee of this property is:

154275

S-04
PENDER ISLAND GOLF & COUNTRY CLUB
2305 OTTER BAY RD
RR 1 PO BOX 6
PENDER ISLAND BC V0N 2M0

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

We Value BC FOLLOW US

Galiano Golf Course Society

24 St. Andrews Crescent

Galiano Island, BC

VON 1P0

Ms. Lia Xu, Finance Manager, Financial Services

Capital Regional District

625 Fisgard St.

PO Box 1000. Victoria, BC

V8N 2S6

August 10, 2022

Dear Ms. Lia Xu,

I am writing on behalf of the Galiano Golf Course Society to request an exemption from property taxes for the year 2023. Relief from taxation has been granted to the Golf Course Society under Section 391 of the local government act since year 2000.

Our Golf Course Society continues to operate as a nonprofit society providing an important recreational facility to Galiano Island residents and visitors alike. Our course is open to everyone year round and encourages exercise, mental stimulation, practising social engagement through social distancing (respecting COVID-19 Provincial Health & WorkSafe BC Guidelines) in a beautiful natural setting. Our course is a focal point for many seniors.

As in past years we host two educational clinics during the summer months. One youth / student and one adult clinic. These clinics are attended by local school children, community youth, adult members, non members and seniors. Our island recreational facilities are limited when compared with other communities in the Capital Regional District.

We would be happy to provide you with any further documentation or information about the Galiano Golf Course that you may require.

Sincerely,

John F. Hatch

John Hatch, President
(604) 802-9048

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01 - Capital
Jurisdiction: 764 - Gulf Islands Rural
Roll: 02192.023
School District: 64 - Gulf Islands
Amendment #: SUPP000907
Cycle #: SUP052022, 22JUL2022
Neighbourhood: 910

2022 SUPPLEMENTARY ASSESSMENT NOTICE

This supplementary assessment is necessary because a correction was made to the 2022 Assessment Roll. Details of the change are shown below. The Taxing Authority has been notified and will make any necessary tax adjustments.

This supplementary assessment is necessary because the original assessment incorrectly recorded an exemption from taxation for the current year.

Property Location & Description

ST. ANDREWS CRES

LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND; LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, FOR COMMUNITY GOLF COURSE, CLUBHOUSE & RELATED FACILITIES PURPOSES, LEASE/PERMIT/LICENCE # 111975; LOT 11, BLOCK 1, PLAN VIP24167, DISTRICT

PID - 002-978-911 002-979-519

Original Assessment

Assessed Value	Value	Class
Land	61,400	Residential
	15,700	Business/Other
	1,185,000	Rec/Non Profit
Buildings	54,900	Residential
	187,000	Business/Other
2022 Assessed Value	**$1,504,000**	

Taxable Value	Rural
Less Exemptions	1,504,000
2022 Taxable Value	**NIL**

Amended Assessment

Assessed Value	Value	Class
Land	61,400	Residential
	15,700	Business/Other
	1,185,000	Rec/Non Profit
Buildings	54,900	Residential
	187,000	Business/Other
2022 Assessed Value	**$1,504,000**	

Taxable Value	Rural
Less Exemptions	1,387,700
2022 Taxable Value	**$116,300**

The Assessment Office for this Property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-02192.023

T: 1-866-825-8322 or 604-739-8588
E: connect@bcassessment.ca

The Owner/Lessee of this Property is:

5

GALIANO GOLF & COUNTRY CLUB
PO BOX 186
GALIANO ISLAND BC V0N 1P0

Review Process

JAN 31

REQUESTS FOR REVIEW MUST BE RECEIVED IN WRITING BY JANUARY 31, 2023

For further information regarding this Supplementary Assessment, please contact BC Assessment.

If you believe the information in this Notice is incorrect, you have the right to request a review by a Property Assessment Review Panel.

Please see the back of this Notice for more information.

SN22

P.O. Box 65, Pender Island, BC V0N 2M0

April 11, 2022.

Rianna Lachance, Senior Manager, Financial Services
Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

To the Senior Manager, Financial Services,

The Magic Lake Property Owners' Society (MLPOS) recognizes, with thanks, our 2022 tax exemption and requests a further exemption from rural property taxes for the year 2023 under Section 809 (3) (a) of the Local Government Act. Our 2022 Property Assessment Notices are enclosed.

MLPOS was incorporated as a non-profit society on 29 August 1975, Charter No. 11823. The objectives of MLPOS are two-fold: (1) To represent the members in matters affecting their property or their life style in Magic Lake Estates. (2) To acquire, maintain and administer, or dispose thereof, property in Magic Lake Estates or the foreshore adjacent thereto for the recreational use of the members.

The North and South Pender Islands have roughly 2500 full-time residents – with approximately one third of these full-time residents living in Magic Lake Estates.

MLPOS operates and maintains a recreational marina at Thieves Bay with 180 berths for the use of members and guests of the society. Our marina provides emergency moorage for any vessel in the area requiring shelter and/or assistance. We reserve, at no charge, a designated berth for the Ambulance Service to conduct medical evacuations for anyone on the Pender Islands. The RCMP and Coast Guard have used our marina for emergency incidents. MLPOS also maintains a public launching ramp beside the marina and we have equipped the marina breakwater with picnic tables open to the public. This Thieves Bay spot has become a very popular, and spectacular, public whale watching site as well as being a favourite walk/drive destination.

In addition to Thieves Bay Marina, MLPOS operates and maintains the only public tennis courts on the Pender Islands. These courts are open year round to members of the Society and to the public, on a pay-per-use basis. We also maintain a children's playground beside the tennis courts and a public park (Mouat Park) designated for the propagation of plants native to the Gulf Islands.

Volunteerism thrives on the Pender Islands and this is apparent in MLPOS. Volunteers build, maintain and manage the marina, tennis courts and playground. We keep all fees charged for the use of these facilities at break-even levels and use all funds generated solely for the short and long-term upkeep and improvement of these recreational facilities.

We hope that you grant our request for a property tax exemption for the year 2023. Such an exemption will significantly enhance our ability to maintain and provide these important recreational facilities for the benefit of our members, our community and tourists to the Gulf Islands.

Yours truly,

Robert Coulson
President, Magic Lake Property Owners' Society

Encl: Copy of 2022 Property Assessment Notices

Cc: David Howe, CRD Director, Southern Gulf Islands.

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 08455.036

CONFIDENTIAL PIN: 003371340

Bulk Mail: 5316
School District: 64-Gulf Islands
Neighbourhood: 910

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

PRIVATEERS RD
LOT 18, PLAN VIP22424, SECTION 10, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-246-442

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	335,000	Rec/Non Profit
Buildings	20,700	Business/Other
2022 Assessed Value	**$355,700**	

Taxable Value	Rural
Less Exemptions	345,000
2022 Taxable Value	**$10,700**

YOUR PROPERTY VALUE HISTORY

Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

- **2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax**
- **If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.**

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08455.036

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 13027.027

CONFIDENTIAL PIN: 003371340

Bulk Mail: 5316
School District: 64-Gulf Islands
Neighbourhood: 935

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

THIEVES BAY
DISTRICT LOT 465, COWICHAN LAND DISTRICT, COMMERCIAL MARINA IN THIEVES BAY, 1.57 HA ISSUED FOR GROUP MOORAGE, BREAKWATER & BOAT LAUNCHING PURPOSES, LEASE/PERMIT/LICENCE # 114382
LBF:0288670

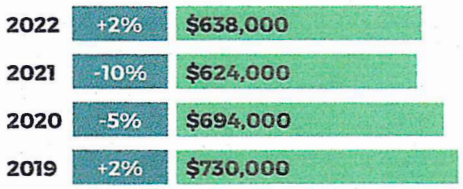
This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	427,000	Rec/Non Profit
Buildings	211,000	Business/Other
2022 Assessed Value	**$638,000**	
Taxable Value		**Rural**
Less Exemptions	125,000	
2022 Taxable Value	**$513,000**	

YOUR PROPERTY VALUE HISTORY



Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

- A copy of this Property Assessment Notice is sent to all owners
- 2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-13027.027

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

CONTACT US

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From our website you can search for your property, compare your assessment and update your mailing address.

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Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail.
This information is current as of printing deadline.

FOLLOW US

We Value BC

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 13027.026

CONFIDENTIAL PIN: 003371340

Bulk Mail: 5316
School District: 64-Gulf Islands
Neighbourhood: 935

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

THIEVES BAY
LOT A, PLAN VIP41807, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 000-952-141

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	104,000	
2022 Assessed Value	**$104,000**	**Rec/Non Profit**
Taxable Value	**Rural**	
Less Exemptions	104,000	
2022 Taxable Value	**NIL**	

Important messages about your 2022 Assessment

- 2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-13027.026

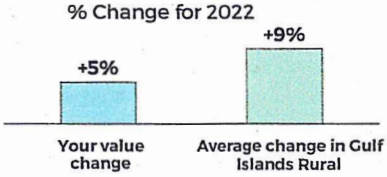
The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types and is for informational purposes only.

Visit **bcassessment.ca/marketmovement** for information on individual property types.

YOUR PROPERTY VALUE HISTORY

2022	+5%	$104,000
2021	-3%	$99,200
2020	0%	$102,000
2019	+5%	$102,000

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

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BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 08454.397

CONFIDENTIAL PIN: 003371340

Bulk Mail: 5316
School District: 64-Gulf Islands
Neighbourhood: 910

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

LOT 67, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-219-666

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	14,000	
2022 Assessed Value	**$14,000**	**Residential**
Taxable Value	**Rural**	
Less Exemptions	14,000	
2022 Taxable Value	**NIL**	

Important messages about your 2022 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08454.397

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

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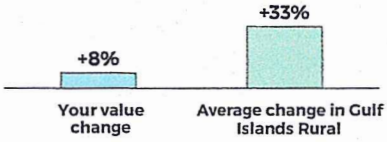
YOUR PROPERTY VALUE CHANGE

% Change for 2022



The graph above shows average change for multiple property types and is for informational purposes only.

Visit **bcassessment.ca/marketmovement** for information on individual property types.

YOUR PROPERTY VALUE HISTORY

2022	+8%	$14,000
2021	+2%	$13,000
2020	+5%	$12,700
2019	+5%	$12,100

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

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This information is current as of printing deadline.

FOLLOW US

We Value BC

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 08454.305

CONFIDENTIAL PIN: 003371340

Bulk Mail: 5316
School District: 64-Gulf Islands
Neighbourhood: 910

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

STORM CRES
LOT 21, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 003-275-400

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	162,000	
2022 Assessed Value	**$162,000**	**Rec/Non Profit**
Taxable Value	**Rural**	
Less Exemptions	162,000	
2022 Taxable Value	**NIL**	

Important messages about your 2022 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08454.305

The Owner/Lessee of this property is:

2773

S-01
MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

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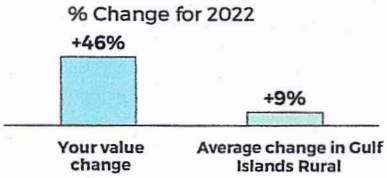
YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types and is for informational purposes only.

Visit **bcassessment.ca/marketmovement** for information on individual property types.

YOUR PROPERTY VALUE HISTORY

2022	+46%	$162,000
2021	+7%	$111,000
2020	+25%	$104,000
2019	+22%	$83,300

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

CONTACT US

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From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

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LEGION

Royal Canadian Legion
Branch #239
1344 Mackinnon Road
Pender Island, BC V0N 2M1

Tel: 250-629-3441
email: branch239.rcl@gmail.com

April 18, 2022.

Capital Regional District
Attention: Rianna Lachance
Senior manager, Financial Services
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

Dear Ms. Lachance:

The Royal Canadian Legion - Branch #239 (Pender Island) respectfully requests relief from municipal taxes for the year 2023 under Section 391(3)(a) of the *Local Government Act.*

Background

Branch #239 has been active on Pender Island since 1952, and has occupied its current premises since 1972. Current membership is 218, representing 9% of the island's full time population of 2,467 per 2021 census.

Contributions to the Island Community

Every year, Branch #239 organizes the island's Canada Day and Remembrance Day celebrations and services. Gaming funds typically return to the community $10,000 per year in bursaries, scholarships and donations in support of island youth and their activities. The poppy fund generates approximately $2,500 in support of both island youth and Canadian veterans. The Branch also provides part time casual employment for one employee.

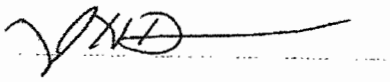
As well as hosting the Legion's own functions, the building is available as a low cost venue for other Pender Island community clubs and services, private functions and memorials. The Legion also functions as one of Pender Island's emergency muster points and shelters, with its crisis-ready condition maintained by Legion volunteers.

Tax History

We were granted our first tax exemption in 2018, having managed to remain largely solvent to this point in our history. This tax exemption has been most gratefully received. We experience ongoing annual maintenance costs for our aging building, and while we intend to remain financially responsible, municipal taxes are a heavy burden. Without this burden, we will feel less pressure to cut back on our services, reduce employment or increase our charges.

Therefore, we respectfully request another tax exemption under Section 391(3)(a) of the *Local Government Act* for the year 2023. Should you require additional information regarding this request, we would be pleased to provide it.

Yours sincerely,



Jean Deschenes
President, Royal Canadian Legion Branch #239 (Pender Island)

Enclosure: Copy of 2022 Assessment Notice

CC: David Howe, Capital Regional District Director (by email)

1344 Mackinnon Road, Pender Island, BC V0N 2M1

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08666.000**

CONFIDENTIAL PIN: 0001048707

School District: 64-Gulf Islands
Neighbourhood: 910

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

1344 MACKINNON RD
PARCEL A, LOT 6, PLAN VIP7196, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, PCL A (DD 47774W)
PID: 005-758-289

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	92,800	Business/Other
	158,000	Rec/Non Profit
Buildings	38,700	Business/Other
	66,000	Rec/Non Profit
2022 Assessed Value	**$355,500**	

Taxable Value	Rural
Less Exemptions	234,000
2022 Taxable Value	**$121,500**

YOUR PROPERTY VALUE HISTORY

2022	+19%	$355,500
2021	+1%	$299,300
2020	+11%	$295,700
2019	-1%	$266,200

Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

- **2022 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax**
- **If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.**

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08666.000

The Owner/Lessee of this property is:

S-04 154293
ROYAL CANADIAN LEGION PENDER ISLAND BRANCH NO. 239
1344 MACKINNON RD
RR 1
PENDER ISLAND BC V0N 2M1

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

154293_1_2

BCA_PROD_ANOT_22_STD_20211203

Royal Canadian Legion Branch 92
120 Blain Road Salt Spring Island V8K 2P7
250 537-5822
legionbr92@shaw.ca

June 21, 2022

Capital Regional District
Attention: Nelson Chan
Chief Financial Officer
Po Box 1000
Victoria BC V8W 2S6

Dear Mr. Chan :

The Royal Canadian Legion Br. 92 on Salt Spring Island respectfully requests relief from municipal taxes under section 391 (3) (a) of the *Local Government Act.*

Background

Branch 92 has been active on Salt Spring since 1931 and has occupied its current premises for over 30 years. The Branch's current membership stands at nearly 600, approximately 6% of Salt Spring Island's full time population of 10,557 (2016 census).

Contributions to the Island Community

Branch #92 makes significant contributions to Salt Spring Island's social fabric in many ways. Every year Branch 92 organizes the Island's Canada Day Celebration and Remembrance Day Services. The Branch strives to support the community of Salt Spring by raising Gaming, Poppy and General funds which are then contributed to local recipient organizations and individuals as grants, donations, Scholarships and Bursaries. Branch #92 issues approximately $40,000.00 to such organizations and individuals. The Branch also currently employ 10 part time employees and a part time bookkeeper.

Branch 92 facilities in addition to being used for Legion functions are available to other Salt Spring Island Community Clubs and services as a cost effective venue for meetings and events. Branch facilities are also available as a location for private functions and memorials. In 2021 our Legion was happy to host Island Health, who moved into approximately 3,400 square feet of our Meaden hall for 4.5 months for Covid 19 testing.

Our Branch has an integral role for the island in the event of an emergency. The Salt Spring Island Emergency Supply container is located on our property and the Branch is designated as an emergency muster point and shelter for several of the Island's Emergency Pods. Finally our Branch's lower floor is a designated back-up location for Lady Minto Hospital if required.

While the Branch manages to remain solvent, it is under regular and continuous financial pressure. An exemption from paying property taxes would lessen this financial pressure significantly. As a result the Branch will be able to continue its good work and contributions to the Salt Spring Island Community; avoiding possible service cutbacks, reduced employment or increased prices.

Tax exemption under Section 391 (3) (a) of *the local Government Act* is respectfully requested.
If any additional information about the request is required, please contact the undersigned.

Yours Truly,

T Woods

Tom Woods
President, Royal Canadian Legion #92 (Salt Spring Island)

Enclosed: A Copy of 2022 Property Assessment Notice

cc: Gary Holman, CRD Salt Spring Island Electoral Area Director

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00655.001

CONFIDENTIAL PIN: 0001048708

School District: 64-Gulf Islands
Neighbourhood: 810

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

120 BLAIN RD
LOT A, PLAN VIP11826, SECTION 4, RANGE 3E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING, EXCEPT PLAN VIP64146
PID: 000-553-387

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	444,000	Business/Other
	128,000	Rec/Non Profit
Buildings	66,800	Business/Other
	59,300	Rec/Non Profit
2022 Assessed Value	**$698,100**	

Taxable Value	Rural
Less Exemptions	197,300
2022 Taxable Value	**$500,800**

YOUR PROPERTY VALUE HISTORY

2022	+17%	$698,100
2021	+5%	$597,700
2020	-13%	$566,900
2019	+24%	$652,000

Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

144900_1_2

IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
Assessed value reflects property's physical condition and permitted use as of this date.

JAN 31 THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2022

Important information about the complaint process can be found on the back page.

BCA_PROD_ANOT_22_STD_20211203

Important messages about your 2022 Assessment

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- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00655.001

The Owner/Lessee of this property is:

144900

S-03
ROYAL CANADIAN LEGION SALT SPRING ISLAND BRANCH NO. 092
120 BLAIN RD
SALT SPRING ISLAND BC V8K 2P7

CONTACT US

For more information about your Assessment Notice go to **bcassessment.ca**

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

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Salt Spring Island Golf & Country Club
805A Lower Ganges Road
Salt Spring Island, B.C. V8K 2N5
Telephone: 250-537-7826
Email: president@saltspringgolf.com
Web Site: www.saltspringgolf.com

Date: July 27, 2022

General Manager Corporate Services
Capital Regional District
PO Box 1000, 625 Fisgard Street
Victoria, BC V8W 2S6

To the General Manager Corporate Services,

The Salt Spring Island Golf and Country Club (SSIGCC) gratefully acknowledges our previous permissive tax exemption for the year 2022 and respectfully requests relief from property taxes for the year 2023 under Section 391(4)(a) of the Local Government Act.

Background:

While best known for the golf course that was first opened here on Salt Spring Island in 1928, residents and visitors currently enjoy a variety of recreational activities on the property, including golf, tennis, squash, disc golf and a restaurant. The tennis and squash facilities are operated by not-for-profit societies under contractual agreements with the Golf Club. Disc golf was developed by the Salt Spring Golf Club and is played on and around the golf course layout itself. The golf course, indoor tennis and squash facilities provide the only public access to these activities on Salt Spring (there is outdoor tennis elsewhere on the island).

The Salt Spring Golf and Country Club is a not-for-profit society incorporated under the B.C. Societies Act. Title to the property is held by non-society Salt Spring Recreational Holdings Ltd (SSRHL) which leases it to majority shareholder SSIGCC. The property tax is paid by SSIGCC on behalf of SSRHL.

Public Use of the Facilities:

Last year, over 30,000 9-hole equivalent rounds of golf were played on the course, with more than 8,000 rounds being played by public greens-fee paying residents or visitors to the island. Our junior, intermediate, regular and social members play the bulk of the remaining rounds with 364 members currently in the above categories. Our driving range and putting green facilities are also a popular public attraction. Disc golf was brought to the club in partnership with the local disc golf club and has also expanded the appeal of the club to the general public.

The racquet facilities are similarly fully utilized especially during the Fall, Winter and Spring months. The indoor courts are solidly booked over 14 hours prime playing hours each day during these seasons and a little less so in the summer. These courts are an important complement to the outdoor courts provided by PARC.

Contributions to the Community:

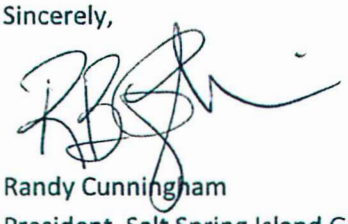
The facilies are widely used for charitable fundraising events as well as supporting many on-site and off-site programs for various community groups. In a typical year we would see programs such as free beginner golf lessons for the public, a junior golf program, and high school use of the driving range. In 2022 we continued our Special Olympics golf instruction program with mentoring and support from club members and community volunteers. The club also provides some ground maintenance activities to the local therapeutic equestrian centre.

During the windstorm of December 2018, our facilities were used as an unofficial emergency site and in 2020 our site became an Emergency Reception Centre for the Salt Spring Island Emergency Program to provide service and care of evacuees during an emergency or disaster.

The club currently provides 17 course operation positions and 5 positions in the restaurant to local residents (the majority are seasonal/part-time positions). A substantial volunteer effort supplements maintenance and administration activities. The club works with local businesses to promote tourism. Several tournaments (including disc golf, tennis and squash) bring participants from off-island for a day or more.

The club's not-for-profit fee structure is geared towards covering operating costs and basic capital maintenance and improvements without the use of public funding. Demand for repair or replacement of our aging clubhouse assets and maintenance equipment is an ongoing challenge and often requires fund-raising or donations. As well as reducing the cost burden for the golf course, the exemption lessens the costs for the not-for-profit tennis and squash facilities. An exemption on eligible property tax would be of great assistance in continuing and enhancing the community's enjoyment of this historic Salt Spring Island recreational hub.

Sincerely,



Randy Cunningham
President, Salt Spring Island Golf and Country Club
Vice-President, Salt Spring Recreational Holdings Ltd

Contact: Randy Cunningham email: president@saltspringgolf.com
Voice/text: 250-537-7826

Enclosures:
2022 Property Assessment Notice
Application for Permissive Exemption From Property Taxation Year 2023

BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **00481.000**

CONFIDENTIAL PIN: 0001060821

School District: 64-Gulf Islands
Neighbourhood: 810

2022 PROPERTY ASSESSMENT NOTICE

Property Location & Description

805 LOWER GANGES RD
SECTION 5, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 2183 39530, RGE 2E, N SALT SPRING ISLAND, EXC PT IN PLANS 2183 & 39530; SECTION 6, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 14185, RGE 2E, N SALT SPRING ISLAND, EXC THE EASTERLY 6.75 CHAINS THEREOF; EXC PCL B (DD 770361), & EXC PT IN PL 14185
PID: 009-600-451 009-600-426

2022 Assessment – represents your property value as of July 1, 2021

Assessed Value	Value	Class
Land	78,500	Business/Other
	2,475,000	Rec/Non Profit
Buildings	866,000	Business/Other
2022 Assessed Value	**$3,419,500**	
Taxable Value	**Rural**	
Less Exemptions	3,419,500	
2022 Taxable Value	**NIL**	

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

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YOUR PROPERTY VALUE HISTORY

2022	+20%	$3,419,500
2021	0%	$2,845,000
2020	-4%	$2,847,000
2019	+22%	$2,958,500

Visit **bcassessment.ca/propertytax** and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2022 Assessment

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IMPORTANT DATES

July 1, 2021
Assessed value is the property's market value as of this date.

October 31, 2021
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Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00481.000

The Owner/Lessee of this property is:

144354

S-03
SALT SPRING REC HOLDINGS
ATTN ERIC BEAMISH
805A LOWER GANGES RD
SALT SPRING ISLAND BC V8K 2N5

CONTACT US

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FOLLOW US

We Value BC

Appendix C: BC Assessment Property Classifications

Understanding property classes and exemptions

BC Assessment places property in one or more of nine classes, typically based on the property's type or use. Municipal zoning does not determine property class, though it may be a factor in some cases.

The Property classes:

Class 1, Residential — single-family residences, multi-family residences, duplexes, apartments, condominiums, nursing homes, seasonal dwellings, manufactured homes, some vacant land, farm buildings and daycare facilities.

Class 2, Utilities — structures and land used for railway transportation, pipelines, electrical generation or transmission utilities, or telecommunications transmitters. This property class does not include gathering pipelines, offices or sales outlets.

Class 3, Supportive Housing —this property class only includes eligible supportive housing property that has been designated by Cabinet. Eligible supportive housing property is funded by the provincial government or a health authority for the provision of housing that includes on-site support services for persons who were previously homeless, at risk of homelessness, and who are affected by mental illness or who are recovering from drug or alcohol addictions or have other barriers to housing. For more information, visit Classifying Supportive Housing Property (/Services-products/property-classes-and-exemptions/classifying-supportive-housing-property).

Class 4, Major Industry — land and improvements (buildings and structures) of prescribed types of industrial plants, including lumber and pulp mills, mines, smelters, large manufacturers of specified products, ship building and loading terminals for sea-going ships.

Class 5, Light Industry — property used or held for extracting, processing, manufacturing or transporting products, including ancillary storage. Scrap metal yards, wineries and boat-building operations fall within this category. Exceptions include properties used for the production or storage of food and non-alcoholic beverages and retail sales outlets, which fall into Class 6. For more information, visit Light Industrial vs. Business and Other Property Classifications. (/Services-products/property-classes-and-exemptions/light-industrial-vs-business-and-other-property-classifications)

Class 6, Business and Other — property used for offices, retail, warehousing, hotels and motels all fall within this category. This class includes properties that do not fall into other classes.

Class 7, Managed Forest Land — privately-owned, forest land managed in accordance with the *Private Managed Forest Land Act* or the *Forest and Range Practices Act*. Property owners in this class have an obligation to provide good resource management practices, such as reforestation, care of young trees, protection from fire and disease and sound harvesting methods.

For more information on managed forest land, consult the pages: Managed Forest Classification in British Columbia (/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia) and How Managed Forest Land is Assessed (/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia/how-managed-forest-land-is-assessed).

Class 8, Recreational Property, Non-profit Organization — includes two very different categories:

Recreational Land

- land used solely as an outdoor recreational facility for specific activities such as golf, skiing, tennis, public swimming pools, waterslides, amusement parks, marinas and hang gliding. Improvements on the land (such as a clubhouse) fall into Class 6.
- land in a rural area that is part of parcel used for overnight commercial accommodation that exists predominantly to facilitate specific outdoor recreational activities such as hunting, fishing and kayaking. Improvements on the land most likely fall within Class 6 (e.g. a hotel).

Non-Profit Organization Land and Improvements

- property used or set aside for at least 150 days per year as a place of public worship or as a meeting hall by a non-profit, fraternal organization. The 150 days cannot include activities with paid admission or the sale/consumption of alcohol.
- additionally, the 150 days needs to be in the year ending on June 30 of the calendar year preceding the calendar year for which the assessment roll is being prepared.

Class 9, Farm — to qualify as farm for assessment purposes, the land must produce a prescribed amount of qualifying primary agricultural products for sale, such as crops or livestock. Farm buildings come within Class 1. For more information on farm land, visit Farm Land Assessment (/Services-products/property-classes-and-exemptions/farm-land-assessment).

Split Classification

Property with several distinct uses can fall into more than one class. For example, commercial and residential space might be combined in one building, or a property combines residential, farm and forest land. In these cases, BC Assessment determines the share of the value of the property attributable to each class.

Exemptions from Property Tax

BC Assessment is required to determine the "actual value" of land and improvements (i.e., property) in the Province. However, property taxes are levied on a property's "taxable value", not its actual value. "Taxable value" is a property's actual value minus the value of any tax exemptions.

What is a tax exemption?

A tax exemption is a tool that reduces or eliminates liability to property tax. In a few unusual situations property may be exempt from assessment, in which case it is not included on the assessment roll. But more commonly, property is assessable (i.e., included on the roll) but exempt from property tax in whole or in part. This page focuses on exemptions from property tax.

How exemptions work

Exemptions from property tax operate in a number of different ways. Exemptions may be whole or partial; that is, they may exempt all or only part of a property from taxes, or they may provide relief from all or only some property taxes. In all cases, specified criteria such as ownership, use, location, or property type, must be met before an exemption applies. In

some cases, the discretion to grant or deny an exemption lies with the taxing jurisdiction.

Look up tax exemptions

The majority of property tax exemptions are contained in taxing statutes such as the *Community Charter*, the *Vancouver Charter*, the *Local Government Act* and the *Taxation (Rural Area) Act*. However, exemptions are also set out in more subject-specific legislation such as the *School Act*, the *Health Authorities Act* or the *University Act*.

Examples of exemptions providing full relief from property taxes

• Property owned by the federal or provincial government is fully exempt from property taxes for all purposes: section 125 of the *Constitution Act*.
• Property owned by a municipality is fully exempt from property taxes for all purposes: section 220(1)((b) of the *Community Charter*; and section 131(1) of the *School Act*.

Examples of exemptions providing partial relief from property taxes

• A farmer's dwelling in a rural area is exempt from provincial general property taxes, but subject to school taxes: section 15(1)(f) of the *Taxation (Rural Area) Act*; and section 131(4)(a) of the *School Act*.
• Up to $10,000 of the assessed value of improvements in Class 4 – major industry, Class 5 – light industry and Class 6 – business and other is exempt from all property taxes: Industrial and Business Property Exemption Regulation, made under the *Community Charter*.
• 50% of the assessed value of a parcel of land in Class 9 – farm is exempt from school taxes: section 130(1)(a) of the *School Act*.

This information is not intended to be a comprehensive guide on exemptions from property tax.

More information

More information about property taxation and exemptions can also be found at the following provincial government links:

1) Municipalities - http://www.cscd.gov.bc.ca/lgd/finance/property_tax.htm (http://www.cscd.gov.bc.ca/lgd/finance/property_tax.htm)

2) Rural areas - BC Government Website - Rural Area (http://www2.gov.bc.ca/gov/topic.page?id=BBB16B457CFA4B718448F04493368F9A&title=Rural%20Area)

Appendix D: CRD Permissive Tax Exemption Application Process

Electoral Areas

Salt Spring Island

Juan de Fuca

Southern Gulf Islands

Grants in Aid

Community Works Fund

Electoral Area Property Taxes

Noise & Nuisance

As a regional district, the Capital Regional District (CRD) does not directly collect property taxes from electoral area property owners. Instead, the Provincial Surveyor of Taxes collects revenue on behalf of the CRD and the hospital district (CRHD).

The CRD delivers local, sub-regional and regional services to residents within electoral areas. Each service is budgeted for separately and the tax burden is shared between participating municipalities and electoral areas as set out in each service bylaw. For local services delivered to a smaller area within an electoral area, taxes are only levied for those within the boundaries of that service. Read more

Permissive Tax Exemptions

The CRD may exempt non-profit organizations from taxation for a specified period of time. This exemption is granted by bylaw under the authority of Section 391 of the *Local Government Act*.

Property tax exemptions remove the assessed value of that property from the total taxable assessed value in a service or area. This means the remaining assessed values generate the total tax revenue required for each tax category collected by the Surveyor of Taxes, including School Tax, Islands Trust, Hospital Districts, BC Assessment, Municipal Finance Authority and Regional District services.

Exemptions may be limited to a specified portion of the net taxable value of the property to which the exemption applies.

Eligibility

Eligible non-profit organizations include:

- an athletic or service organization used principally for public athletic or recreation purposes;
- a church as tenant or licensee for the purpose of public worship or for the purposes of a church hall;
- an agricultural or horticultural society and that is in excess of the area exemption under section 15 (1) (j) of the *Taxation (Rural Area) Act*;
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a board of school trustees;
- a francophone education authority in school buildings that the francophone education authority uses or occupies as licensee of a board of school trustees;
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a francophone education authority

Application process

- a letter requesting an exemption,
- an application form (PDF), and
- a copy of their property assessment notice.

Applicants meeting all criteria are included in a bylaw to authorize electoral area permissive tax exemptions and presented to the Board for approval.

Applicants will be notified of submissions to the Board and any subsequent approvals.

Once approved, the CRD submits the bylaw authorizing the exemptions to the BC Assessment Authority to be included in the following year's assessment roll.

Additional Resources

- Exemption and Tax Relief Programs
- Property Taxes in Rural Areas
- Local Government Act, section 391

Contact Information

For more information about the process, please contact us by email.

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EHQ 22-27

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **BC Local Government Climate Action Program – Funding Distribution**

ISSUE SUMMARY

To provide an update on the internal funding distribution associated with the new BC Local Government Climate Action Program.

BACKGROUND

On May 11, 2021, the Province announced the ending of its Climate Action Revenue Incentive Program (CARIP) in the 2021-2022 fiscal year. CARIP was a provincial grant program that provided funding to local governments that signed the BC Climate Action Charter. The grant was equal to 100% of the carbon taxes that eligible local governments paid each year. The Capital Regional District (CRD) received approximately $80,000 annually, which was used to support corporate climate action efforts. As a response, the CRD and numerous other local governments advocated for the reestablishment of the program.

On May 16, 2022, the Province announced the new Local Government Climate Action Program (LGCAP), essentially replacing CARIP, that will provide $76 million over three years to eligible local governments and Modern Treaty Nations. Funding is intended to support local governments in achieving goals that align with the CleanBC Roadmap, BC Climate Preparedness and Adaptation Strategy and local climate action priorities. Local governments may choose how to best allocate and utilize the funds within their organization and communities. The provincial distribution of LGCAP funding is based on a methodology considering previous CARIP disbursements, base funding amounts and per capita allocations adjusted to population size. In a regional district's case, the population allocations are based on $2 per capita.

The CRD will receive $126,082 in 2022, 2023 and 2024. To access the funding, the CRD is required to annually measure corporate emissions, demonstrate climate investment equivalent to 20% of the provincial funding received (i.e., matching funding or in-kind contributions) and submit annual reporting.

Staff have determined that the LGCAP funds will be distributed to the CRD Climate Action Service to advance priority initiatives within the CRD Climate Action Strategy and the three electoral areas for their specific community climate action priorities.

ALTERNATIVES

Alternative 1

The Electoral Area Services Committee recommends to the CRD Board:
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.

Alternative 2

That staff report back with additional information.

IMPLICATIONS

Environmental & Climate Implications

The LGCAP funds can be used to support corporate or community initiatives that align with provincial and local climate action goals. Funds can be used for programs, studies, capital investments (or top-ups), and staffing efforts focused on reducing emissions or climate preparedness.

Financial Implications

The CRD will receive $126,082 in funds annually from LGCAP for three years. The internal distribution of funds is recommended to be as follows:

- CRD Climate Action Service: $79,496
- Juan de Fuca Electoral Area: $11,512
- Salt Spring Island Electoral Area: $24,552
- Southern Gulf Islands Electoral Area: $10,522

This distribution replaces previous CARIP funds for corporate climate action efforts, and uses a $2 per capita for electoral area allocations. While funds can be held in reserve in the short term, all funds must be used by the end of 2025.

Service Delivery Implications

Funding will be earmarked for Electoral Area use within the CRD Climate Action Service budget. Administrative staff within each Electoral Area will be responsible for determining best use and will manage any external contracts associated with the funds. They will be responsible for reporting back to the CRD Climate Action Service on programs and outcomes.

CONCLUSION

The Province recently announced a new Local Government Climate Action Program that provides dedicated funds to local governments for climate action initiatives. This is a replacement to the provincial Climate Action Revenue Incentive Program that was cancelled in 2021. The CRD will be receiving approximately $126,000 annually for three years, which will be utilized to advance climate action priorities within the CRD Climate Action Strategy and of electoral areas.

RECOMMENDATION

The Electoral Area Services Committee recommends to the Capital Regional District Board:
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.

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

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EEP 22-32

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 28, 2022

SUBJECT **Local Government Climate Action Program – Allocation**

ISSUE SUMMARY

To provide the Environmental Services Committee with further information regarding the Capital Regional District's (CRD) use of the new provincial Local Government Climate Action Program (LGCAP) funding.

BACKGROUND

On September 21, 2022, the Electoral Areas Committee passed the staff recommendation regarding the CRD's distribution of new LGCAP funding and advanced the recommendation to the CRD Board meeting that afternoon:

> *The Electoral Areas Committee recommends to the Capital Regional District Board That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.*

At the CRD Board meeting, the following motion was made and subsequently referred to the Environmental Services Committee, along with background information about the Vancouver Island and Coastal Communities Climate Leadership Plan (see appendices A-F):

> *That the CRD Board allocate $73,150 of the funding available through the new provincial climate funding in 2022 to help complete the Vancouver Island and Coastal Communities Climate Leadership Plan.*

CRD Climate Action Strategy

In 2021, the Board endorsed a renewed and ambitious climate action strategy. The strategy was developed through a comprehensive, data-driven planning process that reflects Board priorities. The CRD strategy is framed around six goals, and aligns with and supports municipal climate ambitions:

1. climate-focused decision making across all CRD programs and services
2. supporting the region on its pathway to livable, affordable and low-carbon communities that are prepared for climate change
3. rapidly reducing corporate fleet emissions and supporting, endorsing and encouraging active, public and zero-emission transportation options across the region
4. accelerating energy efficiency, emission reductions and enhanced resilience in CRD buildings and infrastructure, while supporting the same for all buildings and infrastructure across the region
5. protecting, conserving and managing ecosystem health and nature's capacity to store carbon and adapt to climate change; and
6. minimizing waste generation and resulting emissions

IMPLICATIONS

Environmental & Climate Implications

The CRD Climate Action Strategy outlines six goals and 127 corporate and regionally-focused actions for the organization to complete over five years, many of which have been identified to require additional funding and partnerships. These include community projects, such as the update of the climate vulnerability data and the continuation of outreach and education beyond the existing grant-funded campaigns, and corporate projects, such as installing EV charging equipment to support the decarbonization of the corporate and community fleets.

Intergovernmental Implications

The CRD Climate Action Service has a mandate to support regional collaboration on climate action. To do so, staff work directly with municipal and electoral area staff and elected officials on collaborative policy initiatives, data and research collection, regional programs, information sharing and capacity building. To support this work, staff also participate in numerous local government focused peer networks.

Staff also have a history of collaborating with and sharing information with Vancouver Island local governments through a number of initiatives in the past, and will continue, as appropriate.

Financial Implications

The CRD will receive $126,082 in 2022, 2023 and 2024 from the LGPAC program and CRD Climate Action is currently projected to have an estimated $200,000 operating reserve balance in 2027. Reallocation of operating reserve funds would potentially reduce future investments in CRD corporate and regional climate initiatives identified within the Climate Action Strategy.

CONCLUSION

On September 21, 2022, the Electoral Areas Committee passed the staff recommendation and advanced the report to the CRD Board meeting related to allocation of the new Local Government Climate Action Program funding. At the CRD Board meeting, a motion was made and subsequently referred to the Environmental Services Committee, along with the supplemental information regarding use of this funding to support the completion of a Vancouver Island and Coastal Communities Climate Leadership Plan. Staff anticipate using these funds to support the advancement of priorities initiatives identified in the CRD Climate Action Strategy.

RECOMMENDATION

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

Submitted by:	Nikki Elliott, Manager, Climate Action Programs
Concurrence:	Russ Smith, Acting General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Funding Request Letter to Regional District Chairs – July 2022
Appendix B: Background – Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities – September 2020
Appendix C: Vancouver Island Climate Leadership Plan – Budget
Appendix D: Community Energy Association – Scope of Work
Appendix E: Letter of Support – University of Victoria Researchers – September 1, 2022
Appendix F: News Release – New Provincial Local Government Climate Action Program – May 16, 2022

July 2022

Dear Regional District Chair

We are writing to you on behalf of the Vancouver Island and Coastal Communities Climate Leadership Steering Committee. In 2019, you appointed a representative from your region to work jointly with other regional districts in the AVICC region to lead the development of a region-wide climate action plan. Over the past three years, we have made significant progress and are very close to completing a 2030 Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) for the AVICC region which will enhance local efforts and drive deeper collaboration through the implementation period out to 2030.

Over the time we've been working on this plan, climate events and their impacts on our communities have intensified. From flooding, to fires, to pressure on our local infrastructure as local governments, we're really starting to feel the impacts of climate change at the local level. And we're all working hard to take action where we can on solid waste, electric vehicles, building retrofit programs, better transit, active transportation and other actions within local government jurisdiction. But we're mostly all working in isolation in our own regional districts without the opportunity for sharing practices and scaling up region-wide, across Vancouver Island and Coastal Communities.

That's why the VICC CLP-2030 plan is so important; it will increase staff and organizational capacity in local governments for both climate adaptation and mitigation. It will help ensure that each local government isn't reinventing the wheel, and that staff – particularly in smaller and more rural areas – have the support they need to deliver the programs and services in a cost-effective way that will be necessary over the next decades.

This letter is to update you on progress and to ask for your assistance to complete the project. To complete the VICC-CLP by April 2023 for presentation and adoption at the AVICC conference, we require $156,400. Please see attached budget. We have confirmed with the Province that funding from the newly announced CleanBC Local Government Climate Action Program (see attached press release) can be allocated by local governments to help fund the completion of the VICC-CLP. Once funding is disbursed to local governments (we understand

this will be in fall 2022) we are asking your Board to allocate a population-based contribution to this important effort.

Area	Population	Amount Requested
Comox Valley Regional District	74,727	13,000
Capital Regional District	415,451	73,150
Cowichan Valley RD	91,913	16,000
Mount Waddington RD	10,839	1,900
Strathcona RD	48,150	8,400
Alberni/Clayoquot RD	33,521	5,900
Nanaimo Regional District	170,367	29,800
Qathet Regional District	13,942	2,400
Island Trust	1430	250
Sunshine Coast Regional District	32,170	5600
Total Request	892,510	156,400

Amount of request based per region population contribution of .175 per person

Though climate change impacts are experienced at a local level, we have found through our work that existing municipal and regional district governance structures can constrain climate action. This project demonstrates that not only is broader regional-scale planning possible and effective, it is also essential if we're going to meet the needs of our residents now and in the future.

Background

At the Association of Vancouver Island and Coastal Communities (AVICC) meeting in April 2019, over 50 local elected officials gathered as part of an off-program, informal workshop to discuss the impending threat of climate change to our local governments, communities, and First Nations in the AVICC region.

Key areas of discussion included the lack of capacity for small and rural local governments and First Nations to mitigate and adapt to climate change, and the desire to learn from each other and share best practices. At that meeting, we posed the question: What would it be like – and what would it take – to create a climate mitigation and adaptation plan for our entire region?

There was a great deal of excitement and inspiration generated by this question. Coming out of that initial gathering, we struck a working group with nominees appointed by each regional district board in the AVICC region.

Context: Geographical Scope of the VICC-CLP Project

The Vancouver Island and Coastal Communities Region is comprised of 11 Regional Districts, 50 First Nations and 41 municipalities. The entirety of Vancouver Island and coastal mainland BC are the traditional territories of Indigenous Peoples. The region is shaped by its proximity to

water and includes approximately 40,000 islands of vastly different sizes and around 67 inhabited major islands, the largest of which is Vancouver Island.

Work to Date

Phase 1 Research and Data Collection

We realized early on, that in order to be successful, we needed to ground our plan in research and data. To that end, we initiated a partnership with a group of professors from the University of Victoria who are deeply committed to community-based research. Please see their letter attached.

In the fall of 2019, they undertook a "territorial analysis", which examined the AVICC region holistically, for the first time. That publication reported on land use, energy use, economic and demographic trends, and our region's vulnerability to climate change.

Building on this body of work, in spring 2020, they undertook a survey of local government staff and elected officials to understand current climate priorities, policies, capacities, and challenges. The survey had a 96% response rate (only two of 52 local governments did not participate). This voluntary, high-participation rate, in and of itself, speaks to the importance of climate change policy and practice to local governments in our region.

The survey findings can be summarized as follows:

- Municipalities and regional districts are overwhelmingly supportive of climate action
- Climate change hazards and impacts are already being experienced
- Wildfire and extreme rainfall were top hazards in municipalities of all sizes
- There are distinct regional differences in the impacts experienced
- There is a high level of support for climate mitigation policies and practices
- Climate change mitigation policies exist in all regional districts, across all sectors
- There is a high level of support for climate adaptation policies
- It is uncommon to have dedicated staff working on climate issues
- Barriers to action include a lack of financial resources and a lack of staff

We attach their report, "Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities," for your information.

Phase 2 Engagement

Our steering committee also understood from the beginning that engagement was key to success. To build a ten-year climate adaptation and mitigation plan for the AVICC region, to address the gaps identified in the research, and to support local governments, communities and First Nations to prepare for the future, we needed full participation.

Much of the engagement to date has been done on a shoe-string budget with in-kind support from our local government staff, UVIC professors, the Climate Caucus, ourselves, and some funding from the Pacific Institute for Climate Solutions (PICS) at UVIC and the Real Estate Foundation of BC.

In November 2020, we hosted a day-long Community Resilience Summit for local elected officials and staff. BC government officials were also invited as observers. Over 150 elected officials and members of staff from across the VICC region engaged in a series of workshops and began the first steps of developing a Climate Action and Resilience Plan to 2030 for the island and coastal communities. The outcomes from that productive and inspiring day can be found in the attached report, "Vancouver Island and Coastal Communities: November 6th Resilience Summit Outcomes." We hope you will find the document inspiring and note the direct alignment with many of your Board's priorities.

In the spring of 2021, we held a day-long Youth Climate Summit to engage youth across our communities to get their input. We did this because youth are often left out of the policy development process even when – on issues like climate change – they are the ones who will inherit the impacts of the policy choices we make today. The Youth Summit Report is also attached for your information and inspiration.

In the spring and summer of 2022 we're working with an Indigenous-led, Vancouver Island-based consultancy to undertake Indigenous engagement and seek Indigenous input towards the development of the plan. The engagement will be Indigenous-led and informed by consultation with each of the 50 First Nations in the AVICC region.

We are doing this to ensure that final 10-year plan is grounded in First Nations' existing actions and priorities for climate mitigation and adaption, and their preferred modes of collaboration going forward. Indigenous leadership is essential to advancing inclusive, effective climate action in the region. An Indigenous Climate Priorities Report will be created from this segment of engagement and published in the fall of 2022.

Phase 3 Next Steps and Funding Request

By the fall of 2022, the Indigenous engagement will be complete. At that time, our steering committee and UVIC research partners will have three robust streams of input that need to be turned into a comprehensive 10-year Climate Leadership Plan for the Vancouver Island and Coastal Communities region.

Between June November 2022 and March 2023, we propose the following steps to ensure the completion, adoption, and implementation of the plan:

> Fall 2022 – Workshop with steering committee members and UVIC researchers to integrate and prioritize actions from three input streams

Fall 2022 – Workshops with small group comprised of local government, youth and Indigenous participants to ground-truth the proposed goals and actions

Fall 2022 – Development of Terms of Reference to transition the Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee to a Plan Implementation Standing Committee, comprised of local government staff, elected officials, youth, and First Nations representation

Fall 2022 - January 2023 – Technical analysis on any draft goals: viability of targets, locus of responsibility, draft plan development and circulation to local governments and First Nations for any final input

February 2023 – Plan finalization, graphic design etc.

March 2023 – Develop best practices guide for climate adaptation and mitigation planning at a large regional scale

April 2023 – Final presentation of plan to AVICC members at annual conference for adoption

April 2023 – Deliver final Vancouver Island and Coastal Communities Climate Leadership Plan and best practices guide for interregional and inclusive climate planning to provincial government

Recognizing that our ad hoc Steering Committee needs a home and project coordination as we move from the development of the VICC-CLP to implementation, we have partnered with the Community Energy Association (CEA) to act as the secretariat for VICC-CLP in Phase 3 and potentially beyond as we advance the project from planning to implementation.

CEA has extensive experience in climate planning, engagement, convening networks, advancing cross-regional collaboration, and driving project implementation with local governments and Indigenous communities. In addition to playing a convening and project support role, CEA is the fiscal agent for the project. CEA is a non-profit organization with charitable status that has been supporting communities with climate action for over 25 years and has staff based on Vancouver Island. See attached document outlining CEA's role.

The process of creating the Vancouver Island and Coastal Communities Climate Leadership Plan has catalyzed a vast coastal region uniting local governments, youth and Indigenous communities to address climate challenges together. The VICC-CLP will create an action menu that will help smaller and more rural local governments and First Nations to take meaningful climate action and will increase staff capacity through shared development and delivery of key emissions reduction programs and adaptation measures.

We have been able to patch together resources and find time off the side of our desks to advance this project to this stage. We need your help to complete this project. We are seeking your Regional District's share of $156,400 in funding to complete this work and have attached a budget for your consideration.

We are happy to share any further information you might require and we thank you in advance for your consideration and support.

Mayor Helps, Victoria,
VICC-CLP Steering Committee Co-Chair

Mayor Staples, Duncan,
VICC-CLP Steering Committee Co-Chair

Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities

PICS PACIFIC INSTITUTE FOR CLIMATE SOLUTIONS

University of Victoria

We gratefully acknowledge the support of the Pacific Institute for Climate Solutions to undertake this work.

Document produced for the Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee (VICC CLP SC) by: Tamara Krawchenko, Katya Rhodes, Kimberly Harrison, Katherine Pearce, Kara Shaw, Astrid Brousselle, Tara Ney, Catriona Mallows (University of Victoria).

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COVER PHOTO: Cortes Island, Catriona Mallows

Introduction

Territorial Acknowledgement

The authors respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples. Although every effort is made to use unbiased data, much of the data is not framed to adequately reflect Indigenous realities.

The climate change challenge

Climate change is a complex and ongoing challenge that communities across the Vancouver Island and Coastal Communities Region (VICC) are tackling through a range of approaches. By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 ˚C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls (Province of British Columbia, 2020).

These environmental changes will have wide-ranging effects, from more frequent and severe heat waves and a greater propensity for forest fires to major disruptions in agricultural growing conditions. Climate change impacts all sectors of society and the economy now and in the future.

Our communities are connected in tackling this challenge. The Vancouver Island and Coastal Communities (VICC) region is already experiencing unique climate changes.

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) has been convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—in order to help catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast to produce a plan that will catalyze climate mitigation and adaptation throughout the coastal region.

This report summarises the findings of *Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities.* Please note that the Territorial Analysis (Part 1) covers the full VICC region, while the Survey (Part 2) covers Vancouver Island and the Sunshine Coast.

Why coordinate at the regional scale?

British Columbia has been at the forefront of actions to promote climate change mitigation and adaptation and there is widespread support for these efforts. Communities big and small across the province have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts and to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential.

Regionally-scaled planning can help municipalities and Regional Districts to:

- Pool knowledge and map and understand functionally connected territories;
- Share expertise and build capacity;
- Share the costs of environmental assessments and other upfront planning needs;
- Co-ordinate and scale-up investments in adaptation and mitigation efforts;
- Speak with a common and louder voice to upper level governments about the region's unique needs and priorities; and
- Mutually support communities of all sizes to meet their climate goals, with larger administrations supporting smaller ones.

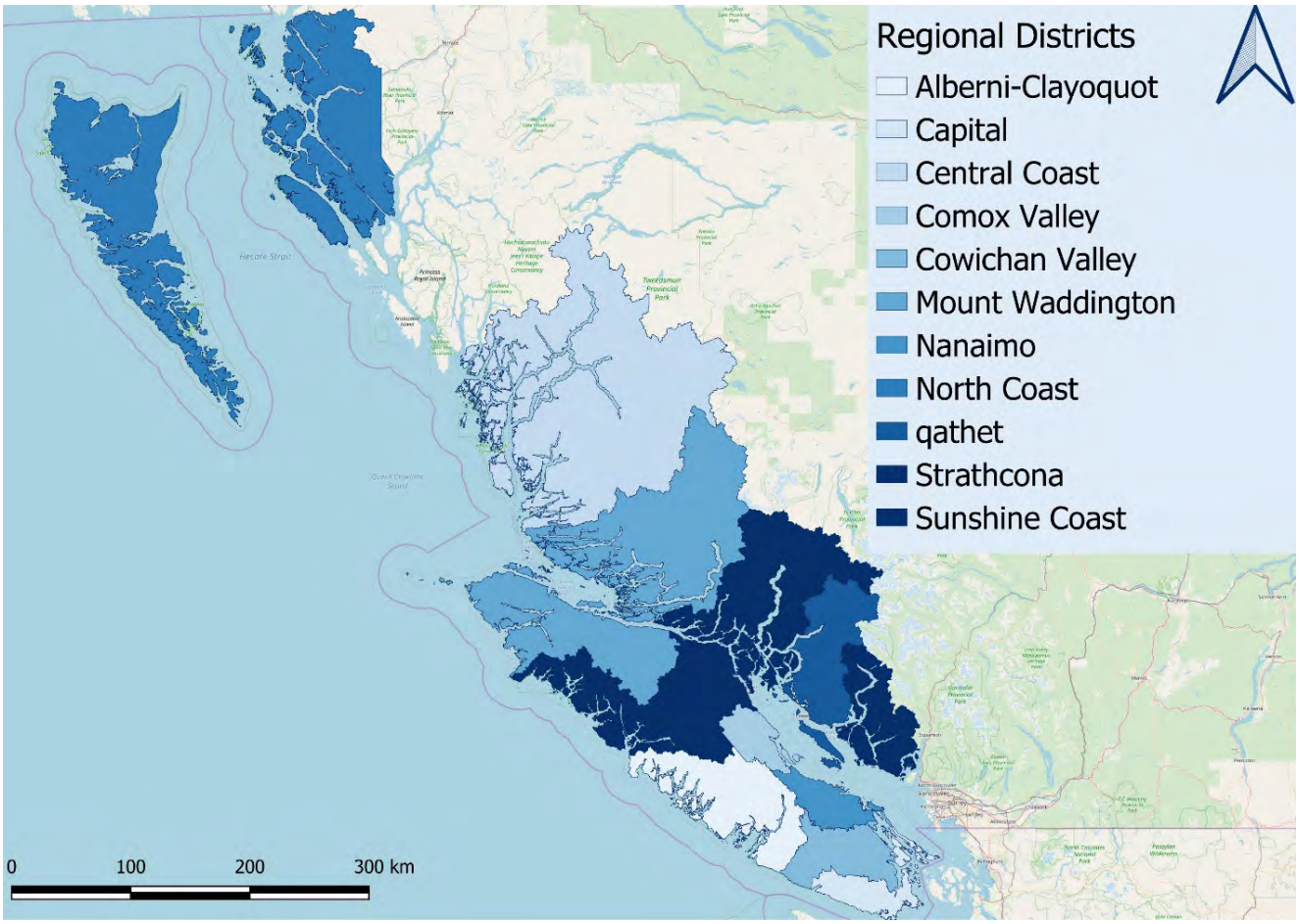
It is for these reasons that the VICC CLP SC has been convened. The VICC CLP SC shares a clear vision and priorities for its work, suggesting the potential for rapid collective progress. Collaborative planning at this scale thus offers a potential to build consensus and poly-benefits for climate action, including a shared regional vision to guide that action effectively and rapidly.

Cyclists on the Galloping Goose, Victoria, Catriona Mallows

Part 1. About the region

The Vancouver Island and Coastal Communities Region is comprised of 11 Regional Districts, 89 First Nations Reserves and Indian Government Districts, and 41 municipalities (Figure 1). The entirety of Vancouver Island and coastal mainland BC are the traditional territories of Indigenous peoples. The region is shaped by its proximity to water and includes approximately 40,000 islands of vastly different sizes and around 67 inhabited major islands, the largest of which is Vancouver Island. Many communities rely on connections to water for both transportation and livelihoods. Given the prevalence of coastlines, sea level changes pose risks as does the prospect of more frequent and severe storms. The mainland part of the region north of Vancouver is coastal and mountainous, with many areas having limited accessibility. In this region land transport connections flow east-west towards the Pacific. Coastal routes are the life-blood of communities.

Figure 1 Vancouver Island and Coastal Communities Regional Districts



Source: British Columbia Data Catalogue. https://catalogue.data.gov.bc.ca/dataset/d1aff64e-dbfe-45a6-af97-582b7f6418b9 & https://catalogue.data.gov.bc.ca/dataset/nts-bc-coastline-polygons-1-250-000-digital-baseline-mapping-nts#edc-pow

Much of the region is low density, characterised by small communities—rural-urban connections are critical to this region

> "Small islands have a more obvious finite land base and natural resources and any climate impacts will have a greater impact to our communities."
>
> – Islands Trust

The vast majority (80%) of the VICC population resides in small to large population centers, while the remaining 20% live in what can be defined as rural areas—i.e., those without a population centre (Figure 2 Urban Hierarchy by Population Centre, VICC, 2016). However, despite this definition, rurality is best understood along a gradient of more connected and dense places to less connected and dense ones. Smaller communities and rural areas may access services and labour markets in larger population centres; at the same time, these communities provide many resources and amenities that larger communities consume and enjoy, and are also a source of employment. Rural-rural connections are equally important. Across VICC, the nature of these connections and interrelationships are a key character of society and economy.

Figure 2 Urban Hierarchy by Population Centre, VICC, 2016

Type	Large urban population centres	Medium urban population centres	Small urban population centres	Rural area
Population range	100,000+	30,000 – 99,999	1,000-29,999	<1,000
Population by type	335,696	172,160	168,017	171,630
Share of population out of total	40%	20%	20%	20%

Source: Statistics Canada; Population Centre and Rural Area Classification 2016 & Population Centre Profiles, 2016 Census

The unique geography of VICC creates both opportunities and challenges

VICC is a complex terrain with landcover ranging from Alpine areas to Wetlands. The variety of landforms create great topographic relief, resulting in various climatic shifts and ecosystem changes. There is an abundance of precipitation resulting in rich rainforests flanking the coast. Much of the VICC is covered by forest: 45% of VICC is classified as old forest (140 years or older); 14.7% is young forest (less than 140 years old) and large tracts of the forest have been designated for logging.[1] Approximately 7.5% of the total land of VICC is either recently or selectively logged, providing revenue and jobs for the region.[2]

Coastal British Columbia is known for its rich ecosystems, and many areas within the VICC region have been placed under protection in the form of Protected Areas and Marine Protected Areas. Protected Areas of all types are important to the VICC region in many ways, not only are they crucial for protecting wildlife and ecosystems, but also to preserve areas of important cultural significance.

Tahsis 7, Sarah Fowler

VICC is well connected to population centres, but some rural areas are at risk

Though VICC is physically expansive, the vast networks of roads, ferry routes, and air travel connect people and trade. There are 16 highways, 73 ferry routes, 12 airports and numerous aerodromes and seaplane landings. Connectivity is most concentrated in the southern reaches of VICC, linking population centres to the mainland and Vancouver. The four largest population centres in VICC (Victoria, Nanaimo, Courtenay, and Campbell River) are the most connected, with several highways and ferry terminals boasting high traffic thoroughfare daily. The northern communities, such as Bella Coola and Prince Rupert, are more isolated from the rest of the territory, as the only vehicle access is through the two highways which terminate at these cities or the ferry services. Some of the more rural reaches of VICC have fewer links to depend on, which creates a vulnerability especially when storms or other hazards threaten to block or wash out the local roads.

Population centers in the south are growing, while many rural areas are shrinking

The Regional Districts of VICC have a wide range of population growth in the ten-year period from 2006-2016, ranging from an increase of 12.3% to a decrease of –7.8%. The Regional District of Nanaimo has grown the most in the ten-year period while the Comox Valley and Capital Regional Districts had the second and third highest population growth respectively. The three districts with the highest growth rates from 2006-2016 all correspond to districts with large or medium population centres. The only other regional district with a medium population centre is the Strathcona Regional District, which falls in the middle of the range with population growth of 6.3% over 2006-2016. Between 2006-2016, a mix of urban and rural census subdivisions (CSDs) experienced population growth: Langford at 57.3%, Central Coast A at 47%, and South Saanich 1 at 44%. Those CSDs that have seen the greatest population declines over the 2006-2016 period are largely rural and remote.

There is a large and growing senior population across the VICC

The average age of population in the VICC region is 44.8 years; this is above the provincial average of 42.3. The dependency ratio (the ratio of the young and working age versus seniors 65+) is 72% in the region and 63.2% across the province.[3] Thus, the VICC has an older age profile than that of the province as a whole.

Certain CSDs within VICC are experiencing changes in age balances more acutely than others; during the ten-year time span of 2006-2016, the Southern Gulf Islands experienced a -14% and -21% decrease of young and working age cohorts, while simultaneously having an increase of seniors by 51%. Even more profound are the changes found in the CSD of Sunshine Coast D: the youth population decreased by -23%, the working age population decreased by -10%, and the senior population increased by 97%. These examples illustrate the more extreme cases of changing population demographics within VICC.

An uncertain economic climate

The BC economy overall has experienced solid growth and a favourable labour market climate. Following strong momentum in 2019, BC was forecast to lead economic growth in Canada in 2020 (Government of British Columbia, 2019). However, the COVID-19 crisis has brought great uncertainty; economic growth forecasts for all provinces have declined with many forecasting negative growth in 2020. The TD Bank has forecast BC's economic growth at 0.5% for 2020 (on par with Ontario).

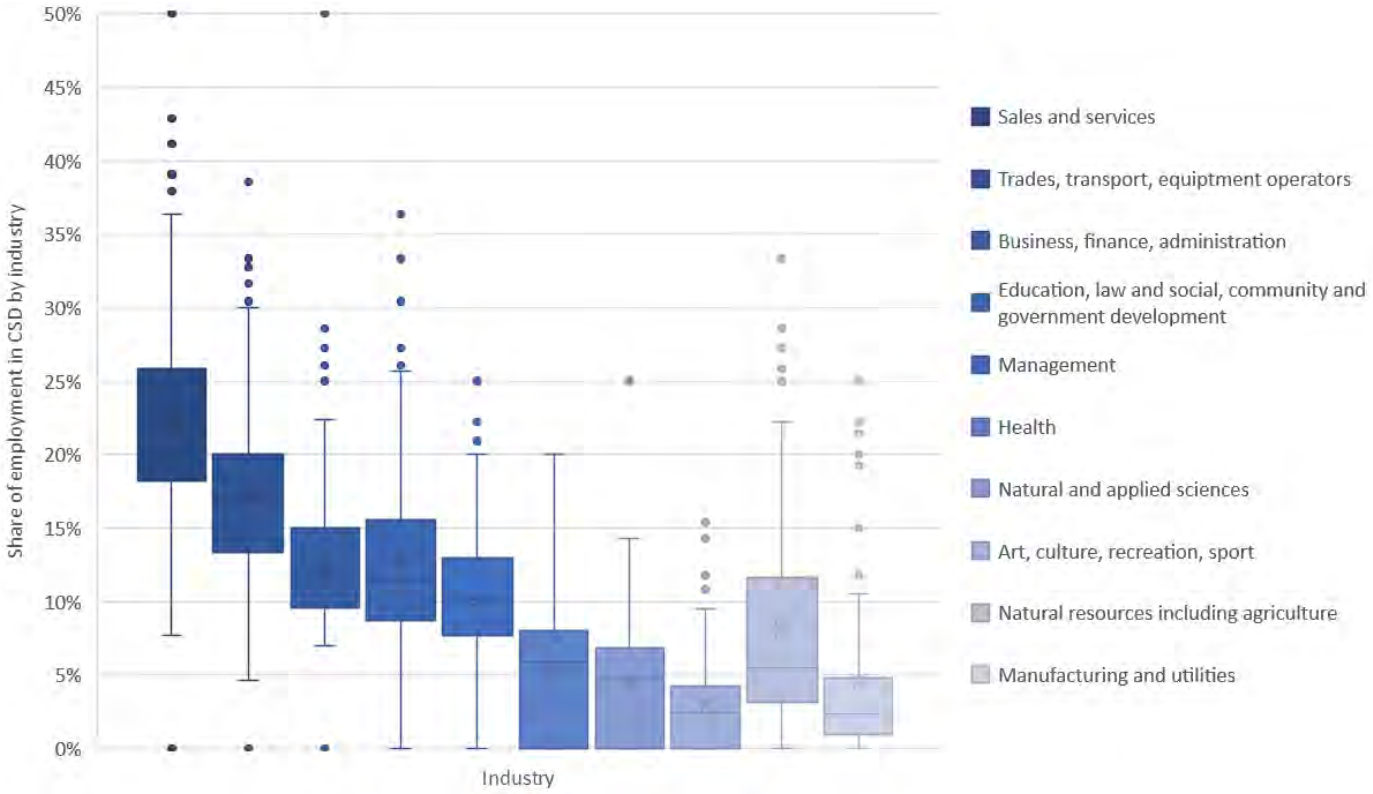
The VICC has a services-dominated economy—which in the short term is vulnerable to the impacts of COVID 19

Like the province as a whole, the VICC has a services dominated economy. Across the VICC, 87% of all occupations are service-based (CHASS, 2020). The largest services sectors by occupation are sales and services, trades and transport, and business, finance and administration. Some areas, especially those closest to population centres, are almost entirely services-based. The impacts of COVID-19 and negative price shocks have harmed all economic sectors, however they have been particularly harmful to services sector industries like tourism which are an important economic contributor across the VICC and the rest of BC. In 2018, the tourism sector in BC contributed $8.3 billion to GDP, which is higher than that of the mining ($5.2 billion), oil and gas ($4.9 billion) and agriculture and fishing industries ($3.2 billion).

> "The speed with which all levels of government and community responded to [the COVID-19] health crisis demonstrates the possibility, should the climate emergency be considered with a similar sense of urgency. There is a substantial opportunity for investment in climate change mitigation and adaptation as part of a green economic stimulus package."
>
> – Saanich

While the services sector is dominant, communities across the VICC also have important goods-based economies including the forestry, agriculture, and energy sectors. Goods-based industries are especially important in the northern halves of Vancouver Island and Haida Gwaii, as well as the mainland sections of the North Coast. BC's largely mountainous topography is not amenable to agriculture and the sector is relatively small; the smallest among Canadian provinces second only to Newfoundland. However, some of the province's prime agricultural areas are in the VICC such as Comox, Sayward and Cowichan valleys, Saanich Peninsula, Nanaimo lowlands, Alberni Valley, Powell River lowlands and many Gulf Islands. Farms in these areas tend to be smaller and specialized: the region accounts for only around 2% of total provincial farmland but 15% of total farms (Government of British Columbia, 2011).

Figure 3 Share of Employment by Industry, CSD, VICC, 2016



Note: Occupational categories by industry according to single digit National Occupational Classification codes, NOC.
Source: Statistics Canada; 2016 Census Labour Data, Accessed via Canadian Census Analyser (CHASS, 2020).

On average, residential GHG emissions have declined across the VICC

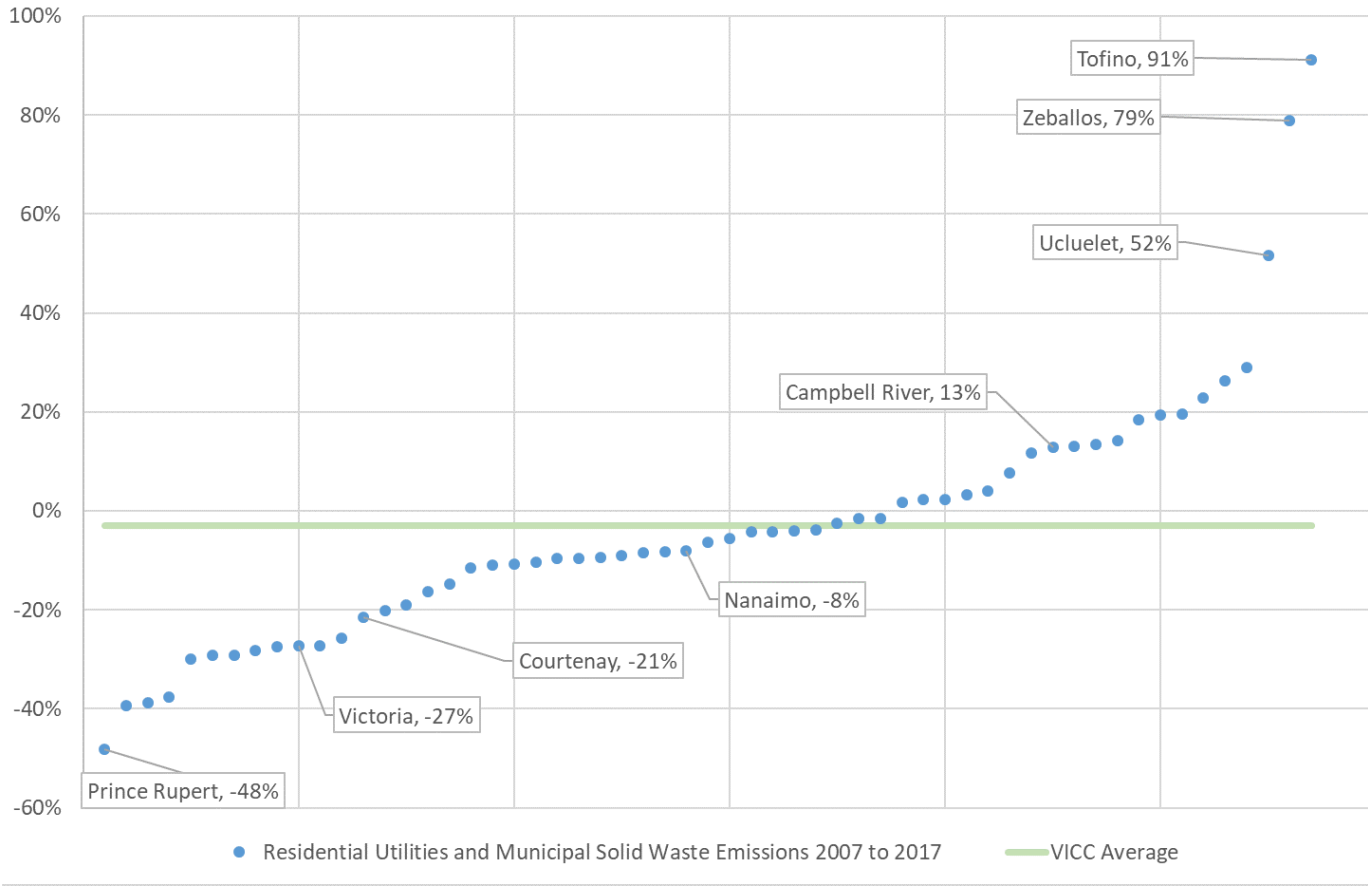
Residential GHG emissions from utilities and solid waste across the VICC decreased by 3% between 2007-2017 (Figure 4). At the lowest end, Prince Rupert has the greatest decrease in GHG emissions, at –48%, as well as having the lowest per capita residential utilities emissions for 2017 at 0.14 tonnes of carbon dioxide equivalent (tCO2e) (CAS, 2019). Port Edward, another northern community, has a decrease of -20% (CAS, 2019). However, not all northern communities are experiencing decreases in emissions; Masset and Queen Charlotte (Charlotte) on Haida Gwaii both have increases over the decade. This is likely a reflection on the remoteness of the islands, and is reflected in other island communities such as the Gulf Islands, which also are experiencing an increase in emissions. Another disparity is the difference within the Sunshine Coast communities; Gibsons and Sechelt are among the top five communities with the largest decreases, yet Sechelt Band Indian Government District is in the top five communities with the largest increases in utilities and solid waste emissions (CAS, 2019).

The community which had the highest residential emissions per capita in 2017 was Tahsis, at 7.40 tCO2e; but they also have among the lowest commercial and industrial GHG emissions per capita (at 0.13 in 2017) (CAS, 2019). More rural and isolated communities tend to have higher emissions because they do not have the capital to invest in the same scale of projects as more urban areas do, and often have to rely on diesel generators for much of their energy. These generators are not only high in emissions, but also in cost - a heavy burden for smaller communities. Higher energy demands may also be related to their location in colder climates.

The medium and large population centres of VICC all have changes below the territorial average, ranging from –8 to -27% (CAS, 2019). The decrease in tCO2e reflects the ability for urban areas to invest in greener infrastructure, low-emissions public transportation, and sustainable energy. These urban areas have had the ongoing opportunity to make such changes and investments and the data reflects the effectiveness of some of these initiatives.

PHOTO: Tahsis 6, Sarah Fowler

FIGURE 4 Percent Change in Residential Utilities and Solid Waste Emissions, per capita tCO2e, 2007 to 2017

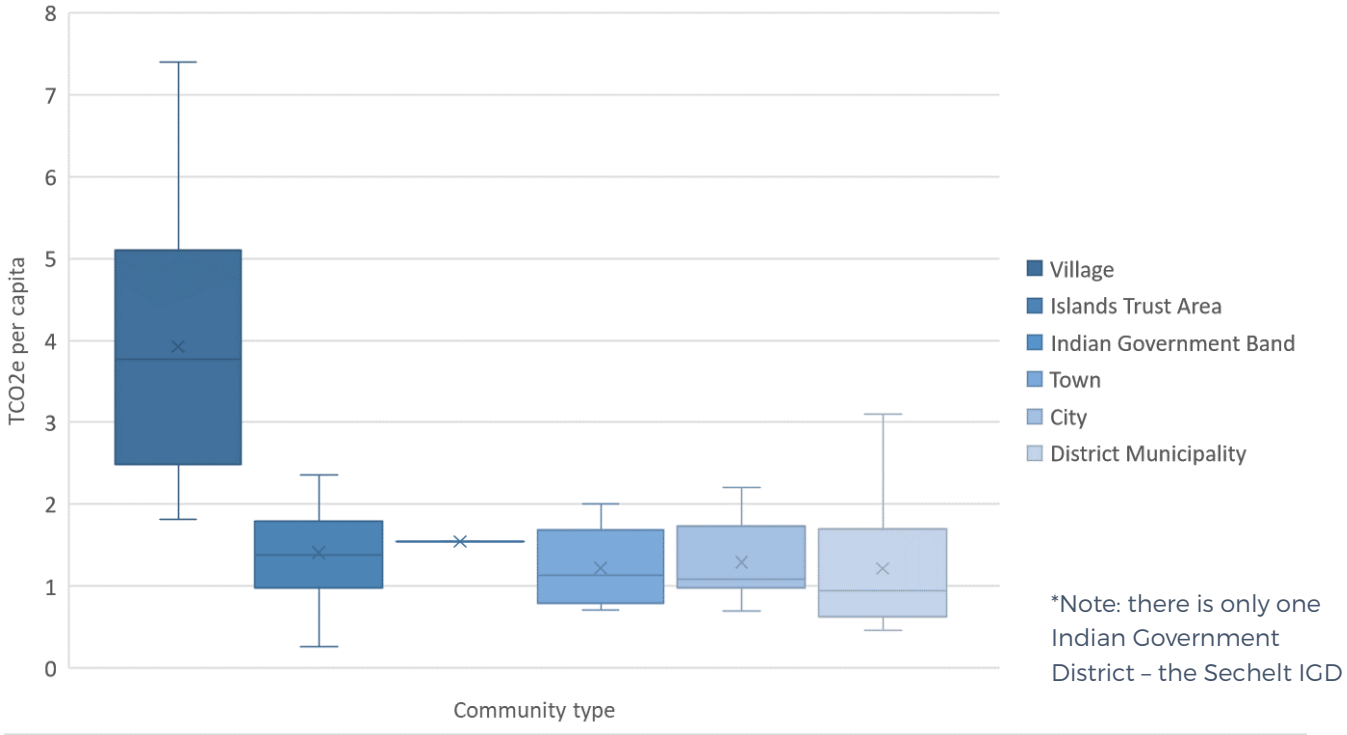


Source: Government of British Columbia Climate Action Secretariat (2019). BC utilities energy data at the community level, BC landfill waste data at the community level

Rural communities have the highest GHG emissions on average

Figure 5 Tonnes of Residential GHG Utilities and Solid Waste Emissions per capita, by Community Type, VICC, 2017 further illustrates the disparity between smaller communities and urban areas; the rural communities (villages) of VICC have the highest average residential GHG emissions in 2017, and includes places such as Tahsis, Zeballos, Masset, and Port Clements. These areas are all very remote in comparison to the population centres of VICC, and do not have access to the same connectivity or capital resources. Villages also display the largest range in emissions, indicating that some communities have invested in cleaner energy options, and others do not have that ability yet.

FIGURE 5 Tonnes of Residential GHG Utilities and Solid Waste Emissions per capita, by Community Type, VICC, 2017



Source: Government of British Columbia Climate Action Secretariat (2019). BC utilities energy data at the community level, BC landfill waste data at the community level

Energy use is by far the highest emitting sector for BC

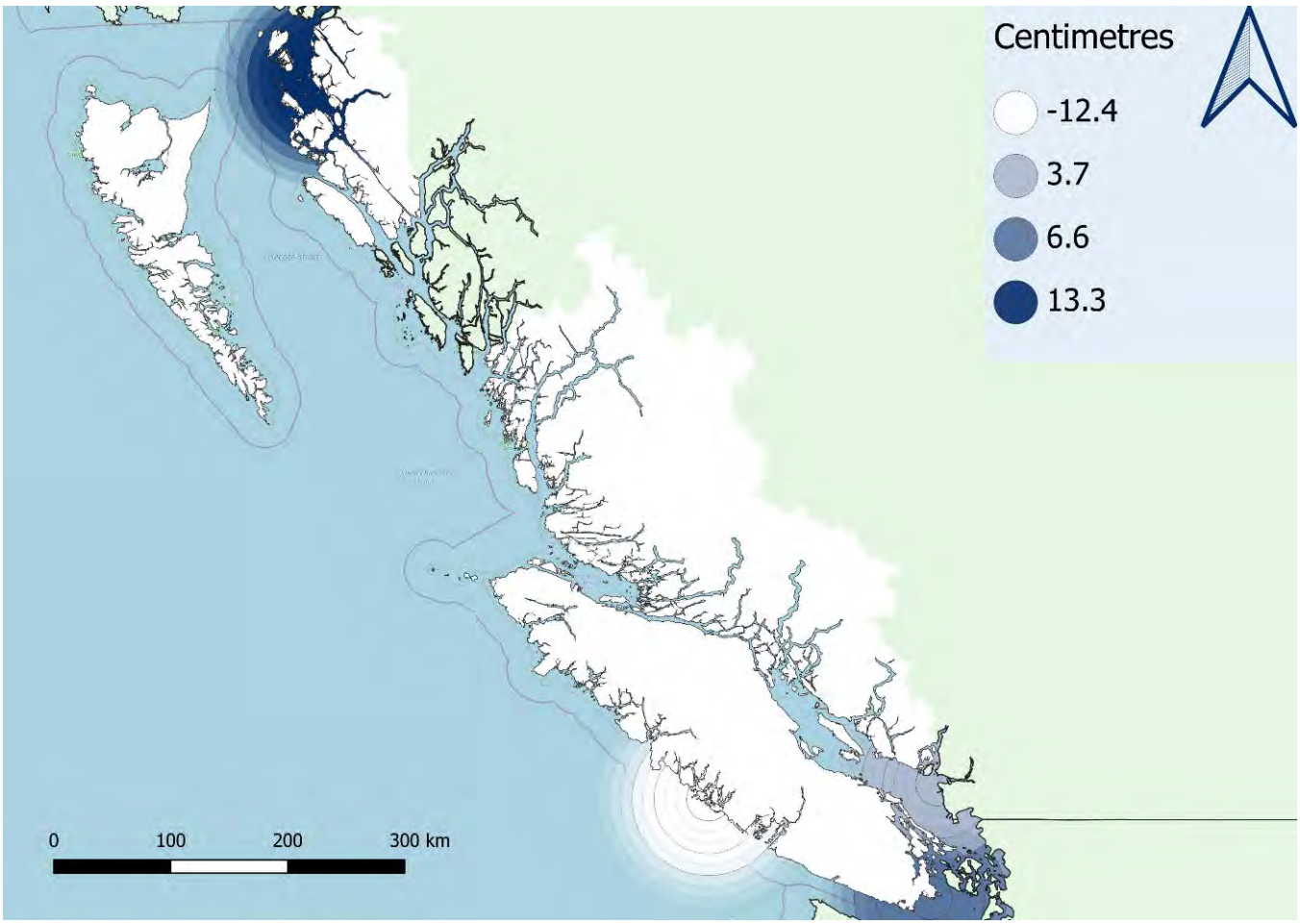
Although there are no further sectoral and sub-sectoral emissions data available for VICC, the Provincial Inventory can provide blanket characteristics for the region, drawing on the provincial trends. Energy is the largest sectoral contributor to total emissions, making up 81% of total BC emissions in 2017. The four other sectors, Industrial Processes and Product Use, Waste, Agriculture, and Afforestation and Deforestation, are all very similar in numbers, accounting for 6%, 5%, 4%, and 4% of total emissions respectively.

Transportation encompasses 50% of energy sector emissions. The VICC is heavily reliant on transportation in several ways; the region imports many of its goods (especially food) from other parts of BC by way of ferry systems and large transport trucks. Road Transportation makes up 34% of BC's energy emissions. Also, the rurality of VICC lends itself to an increased transportation sub-sector, as it requires significant travel to reach many of the remote and rural communities of the region. Oil and Gas Extraction is the next highest energy emitter at 14%, and Manufacturing Industries at 10%; both are part of the Stationary Combustion Sources sub-sector which is the second largest and accounts for 41%. These are not as dominant in VICC. Agriculture and Forestry are relatively low emitters, accounting for only 1% of the total energy emissions in BC.

As a coastal territory, the changes in the ocean pose a serious threat to communities within VICC

Sea level rise varies across the VICC. In Prince Rupert the average sea level rise was 0.13m/century, and 0.06m/century in Victoria, while in Tofino the average sea level dropped at -0.12m/century (BCMoE, 2016). At first this may seem counter-intuitive, but there is a simple explanation; due to the isostatic rebound from the last glaciation, parts of Vancouver Island are rising at ~0.25m/century, while other areas are not moving (to a significant degree) (BCMoE, 2016).

FIGURE 6 Observed Change Sea Level, Centimeters per Century, Coastal BC, 1910-2014



Sources: BC sea level data (Government of British Columbia, 2020c); *US cartographic file* (US Census Bureau, 2020); *BC cartographic file* (Government of British Columbia, 2020b).

The implications of sea level rise within VICC are vast, including:

- Flooding, especially beaches, wetlands, coastal dunes, and waterfront properties;
- More frequent extreme high-water occurrences, impacting property, infrastructure (docks, wharves, port facilities), especially in Prince Rupert;
- Salinification of agricultural lands from intrusion of saltwater into groundwater aquifers and;
- Wave changes, including magnitude and direction, as well as storm waves and surges (BCMoE, 2016).

In addition to sea level rise, the oceans are also experiencing an increase in temperature. From 1971 to 2010, the ocean surface increased on average by 0.11˚C/decade globally (IPCC, 2014). In BC, sea surface temperatures (SSTs) have increased since—although trends vary depending on areas, data availability, and seasons 1935 (Talloni-Álvarez, Sumaila, Le Billon, & Cheung, 2019). In the southern region of BC, sea surface temperatures have increased 0.56 degrees Celsius per decade since 1935, and are expected to increase by 3 degrees Celsius by the end of the 21st century (Talloni-Álvarez et al. 2019, 166). The increasing amount of CO_2 entering the ocean is altering the pH of the water, making it more acidic (Canadian Climate Forum, 2017). Nearshore and coastal waters on BC's coast are particularly vulnerable to acidification, as freshwater inputs from rivers, glacial meltwater and sea-ice melt decrease the ability for coastal waters to buffer CO2 (Bush & Lemmen, 2019, 399).

VICC is experiencing rising temperatures, putting vulnerable populations at a higher risk

Globally, temperatures have increased on average by 0.85˚C/century, while BC on average has experienced increases on average of 1.4˚/century from 1900-2013 (BCMoE, 2016). Due to the complex geography of VICC, there are variations in the average temperature increases. The southern coastal reaches of VICC have experienced increases of 0.8˚/century, while more northern areas, such as Prince Rupert, have experienced increases of 1.1˚C (BCMoE, 2016).

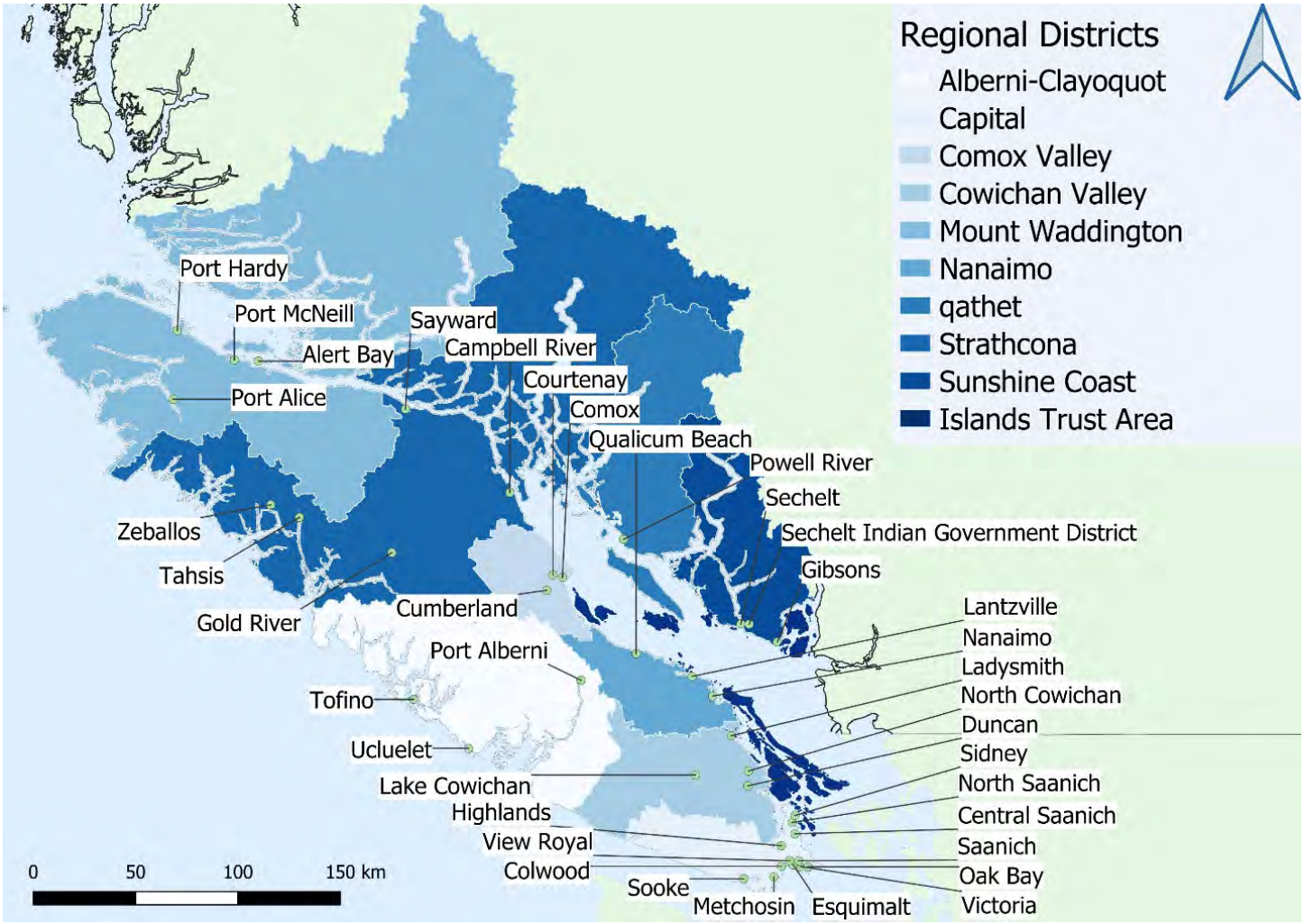
Heat waves are expected to happen more often in urban areas, because the built environment (paved roads, buildings, other infrastructure) retains heat more so than the natural environment (BCMoE, 2016). In Victoria, between 1951-1980, there were usually only 3 days a year which reached temperatures above 30˚C, but within this century that is expected to increase more than four-fold, to 13 days per year (BCMoE, 2016).

> "Cumulative/ compounding impacts will become increasingly challenging to address."
>
> – Capital Regional District

Part 2. Climate Adaptation and Mitigation Policies and Priorities

An understanding of the various climate impacts and policy priorities across the region is a key part of the regional climate planning process. This survey identifies the key climate impacts, policies, priorities, barriers, and opportunities that currently guide decision-making about climate change mitigation and adaptation in the region. A total of 106 government officials, including 69 elected representatives and 35 staff from 38 municipalities and 10 regional districts participated in the survey resulting in a 96% response rate. Only two municipalities did not participate in the survey (i.e., Langford and Parksville); all regional districts completed the survey. Multiple individuals from each local government were invited to participate in the survey, with responses for a single municipality or regional district aggregated into one complete response.

FIGURE 7. Regional districts and municipalities participating in the survey



Municipalities and regional districts are overwhelmingly supportive of climate action

The survey found that both municipalities and regional districts are overwhelmingly supportive of climate action: 100% of municipalities and regional districts answered that climate change mitigation and adaptation are "important" or "somewhat important" to their community.

An analysis of open-ended responses found that the top five common themes of motivation to act include: (1) public and/or political demand; (2) science and data on climate change, including observable impacts from changing weather patterns such as increased storms, droughts, and wildfires; (3) concern about sea level rise; (4) preparation for the future and concern for future generations; and (5) support and funding from senior levels of government. Several municipalities referenced their declarations of climate emergency and mentioned emissions reductions targets and/or climate action committees that have been established. Regional districts were particularly likely to mention senior government funding and support as an enabling factor in being motivated and able to take action

Climate change hazards and impacts are already being experienced

Virtually all municipalities and regional districts are already experiencing hazards and impacts related to changing weather patterns caused by climate change. The unique island and coastal geography of the region influences the types of hazards and impacts that are experienced in this area compared to other regions of the province. A 'hazard' refers to the potential occurrence of a natural or human-induced physical event or trend or physical impact that may cause loss of life, injury, or other health impacts, as well as damage and loss to property, infrastructure, livelihoods, service provision, ecosystems, and environmental resources. "Impacts" refer to effects on natural and human systems of extreme weather and climate events and of climate change. Impacts generally refer to effects on lives, livelihoods, health, ecosystems, economies, societies, cultures, services, and infrastructure due to the interaction of climate changes or hazardous climate events occurring within a specific time period and the vulnerability of an exposed society or system.

> "Climate change is a public and therefore political priority. CRD and Islands Trust emergency declaration is spurring action. Climate change impacts such as forest fires and drought are already being felt here."
>
> – Islands Trust

All except for one municipality indicated that they have experienced hazards related to climate change with wildfires, extreme rainfall, sea level rise, storm surges, extreme winds, and droughts being the key hazards. Municipalities and regional districts identified additional hazards other than those listed in multiple choice responses including tsunamis, earthquakes, heating tank oil spills, air quality, and pandemics. Tsunamis and earthquakes were the most frequently mentioned "other" hazards.

Wildfire and extreme rainfall were top hazards in municipalities of all sizes

Hazards were identified as more prevalent in large municipalities than small and medium sized municipalities. Although heat waves were not a top hazard overall, they were identified as more of a problem in urban areas, and are a top concern in two out of three of the largest urban municipalities. Landslides stood out as being more a concern for small municipalities as compared to medium and large municipalities, which may relate to the remote nature of many of the smallest municipalities.

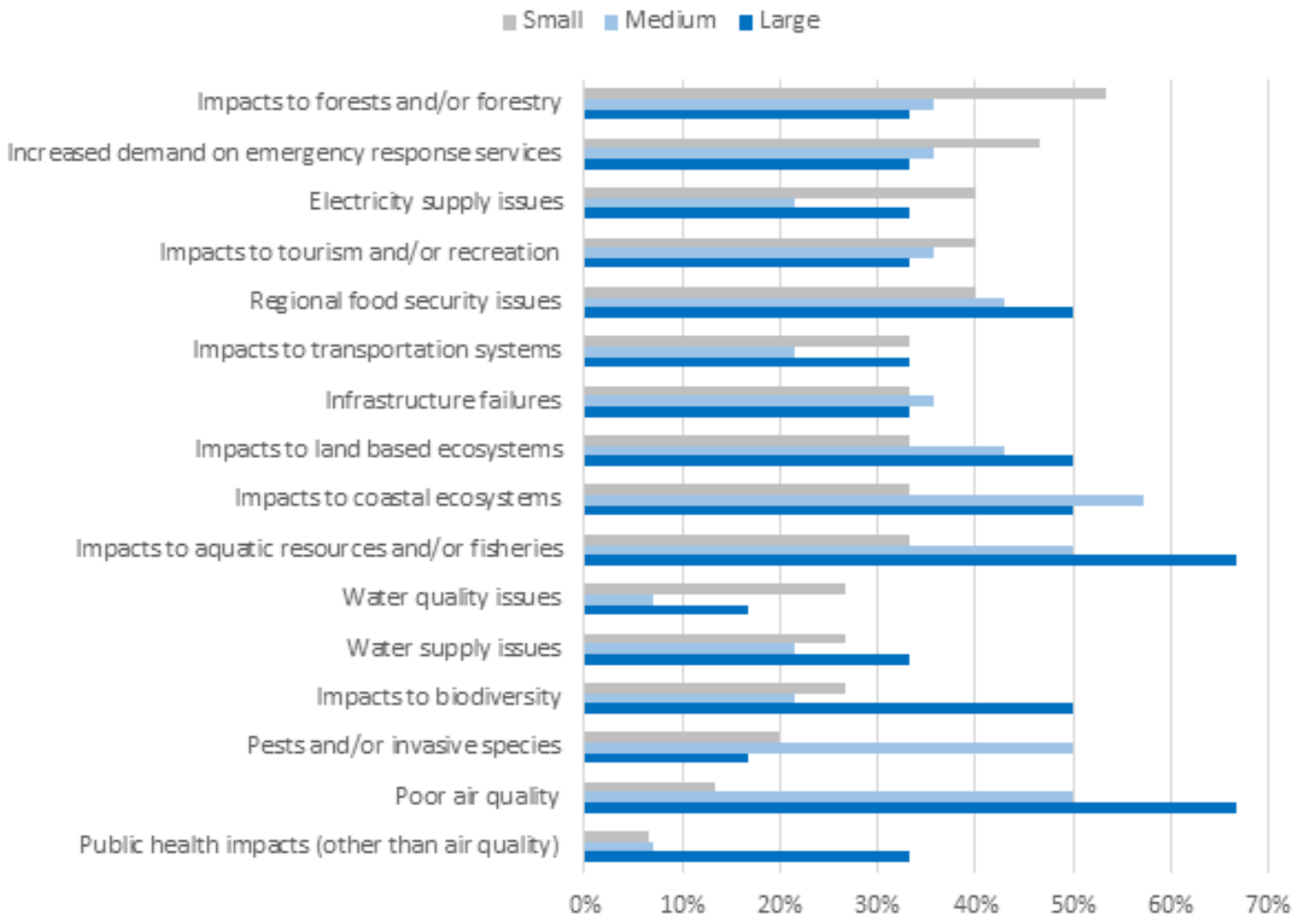
Russel Road washed away from heavy rain, Sunshine Coast, Donna McMahon

There are distinct regional differences in the impacts experienced

Small municipalities were more likely than mid-sized and large municipalities to identify impacts to forests and forestry, emergency response resources, electricity supply, tourism/recreation, and water quality. The impacts that are important to small communities reflect to some extent the closer linkage and dependency on natural resources, especially the importance of forestry. The demand on emergency response services may be a bigger problem for these small municipalities due to their smaller administrative capacity and the remoteness of many small communities.

Medium and large municipalities were more likely to identify impacts to aquatic resources, coastal ecosystems, and land-based ecosystems as a top impact compared to small municipalities. Large municipalities were the most likely to identify impacts to biodiversity compared to smaller municipalities. Air quality and health impacts were the least frequently chosen for small municipalities, but medium and large municipalities are much more affected by poor air quality and other types of public health impacts as compared to small and medium sized municipalities. These differences are even more pronounced when examining only the largest urban municipalities, all three of which indicated poor air quality as a top impact, with two out of three indicating other public health impacts.

Figure 8. Comparison of climate change Impacts by size of municipality

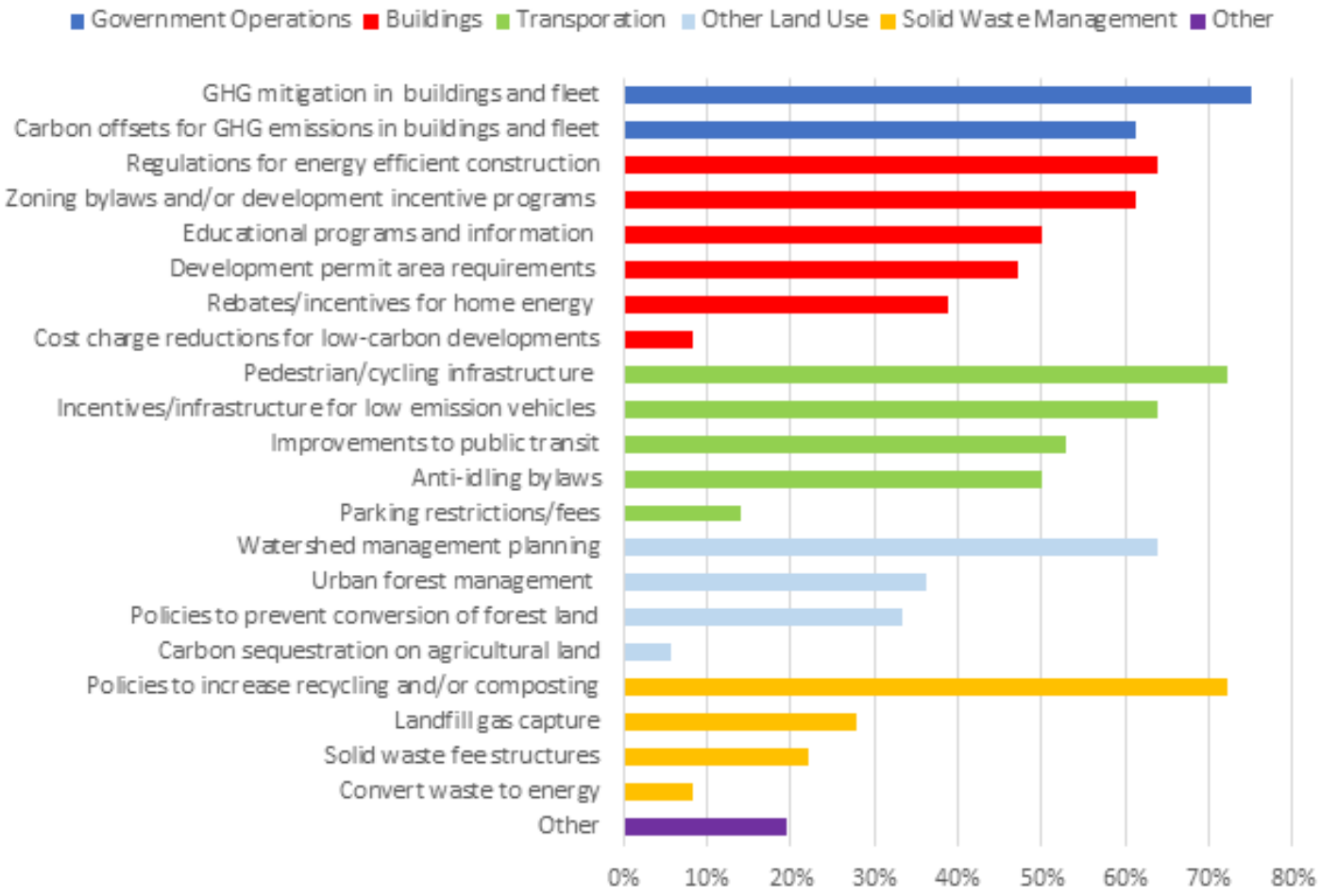


There is a high level for support for climate mitigation policies and practices

Municipalities and regional districts overall are highly supportive of taking action to mitigate climate change, and almost all have mitigation policies in place. Some of the most frequently mentioned priorities for climate change mitigation include: land use planning, green infrastructure, public transit, pedestrian and cycling infrastructure, building standards including civic buildings, fleet management, tree and forest conservation, and general community emissions reductions.

Municipalities and regional districts have implemented mitigation policies across a range of sectors, including government operations, buildings, transportation, land use, and solid waste management. Policies exist in almost all municipalities (Figure 9. Municipal mitigation policies by sector); only two indicated they have no mitigation policies currently in place. Most policies are investment-like policies, followed by regulations and incentives. The most frequently selected policy options included GHG mitigation in buildings and fleet (75%), pedestrian/cycling infrastructure (75%), and policies to increase recycling and/or composting (72%). Respondents were given the choice to indicate other policies not included in the list of options. They identified policies such as asset management, flood/sea level rise impact and mitigation studies, use of bio-diesel or renewable natural gas, investments in urban forest/tree planting, public education, corporate catering related to lower impact food choices, and establishing environment committees.

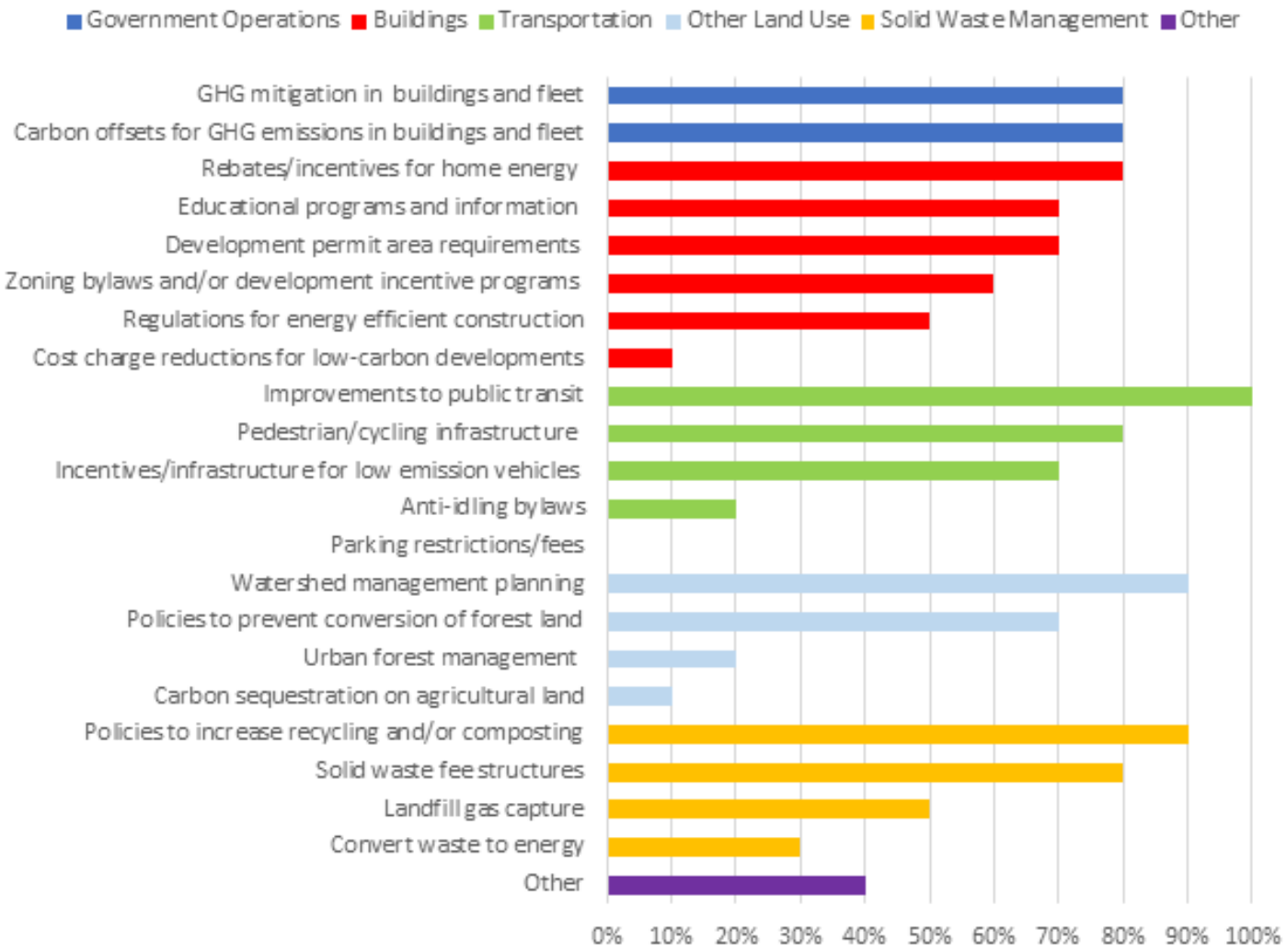
FIGURE 9. Municipal mitigation policies by sector



Climate change mitigation policies exist in all regional districts, across all sectors

Regional districts tend to have a higher number of mitigation policies in place compared to municipalities (average of 13 versus 9 for municipalities). The most frequently implemented policies in regional districts included improvements to public transit (100%), watershed management planning (90%), and policies to increase recycling and/or composting (90%). Differences in jurisdiction explain some of the differences in policies between regional districts as compared to municipalities; for example, regional districts tend to have more policies in the area of solid waste management. "Other" policies indicated by regional districts included water conservation measures, heat recovery, biosolids/woodwaste composting, integration of mitigation into plans including Official Community Plans and regional growth strategies, urban containment boundaries, emission reduction targets, and protection of Douglas fir.

FIGURE 10. Regional districts' mitigation policies by sector



Pedestrian and cycling infrastructure have the highest support

When asked about community support for different policy types, respondents indicated the highest level of support for investments in pedestrian and cycling infrastructure (69%), GHG mitigation in civic buildings & fleet (69%), and improvements to public transit (67%). In regional districts, the policies with the highest support included pedestrian & cycling infrastructure, rebates/incentives for home energy upgrades, and watershed management planning (100% each). Government investment and incentives, as well as voluntary actions tend to receive higher support than regulations and pricing.

> "Our staff is at capacity with existing work. We need more staff to manage new projects such as climate adaptation planning or even to finish the work on the list now."
>
> – Cumberland

It is uncommon to have dedicated staff working on climate issues

In terms of capacity, the majority of municipalities and regional districts do not have dedicated staff working on climate issues. Only 32% of municipalities and 40% of regional districts indicated that they have dedicated climate staff. Although the majority of municipalities do not have dedicated climate staff, four small municipalities do: Tofino, Ucluelet, Highlands, and Sechelt Indian Government District. Larger municipalities are more likely to have climate staff, with the four largest municipalities indicating that they all have dedicated staff. Regional districts with climate staff indicated they have between 1 to 4 staff.

There is a high level of support for climate adaptation policies

Similar to mitigation, municipalities and regional districts are overall highly supportive of taking action to help their communities adapt to climate change, and almost all have adaptation policies in place. Some of the top priorities for climate change adaptation mentioned in open-ended comments included emergency management planning, land use planning, infrastructure upgrades, green infrastructure, forest management and conservation, watershed management, asset management, water conservation, urban forests, food security and local food production, civic building standards, air quality, and planning for sea level rise. All regional districts and all but three municipalities have adaptation policies.

Support for adaptation policies varies

In municipalities, the most supported policies included storm water management (77%), emergency management planning (71%), and food security programs (71%). In regional districts, the policies with the most support included emergency management planning (100%), integration of adaptation into OCP/plans (100%), and lot level resiliency such as shade structures, rain gardens, rain barrels etc. (90%). One respondent noted that it is very difficult to gauge community support for the various policy options. Also, it was noted that in the case of regional districts, support can vary widely between communities.

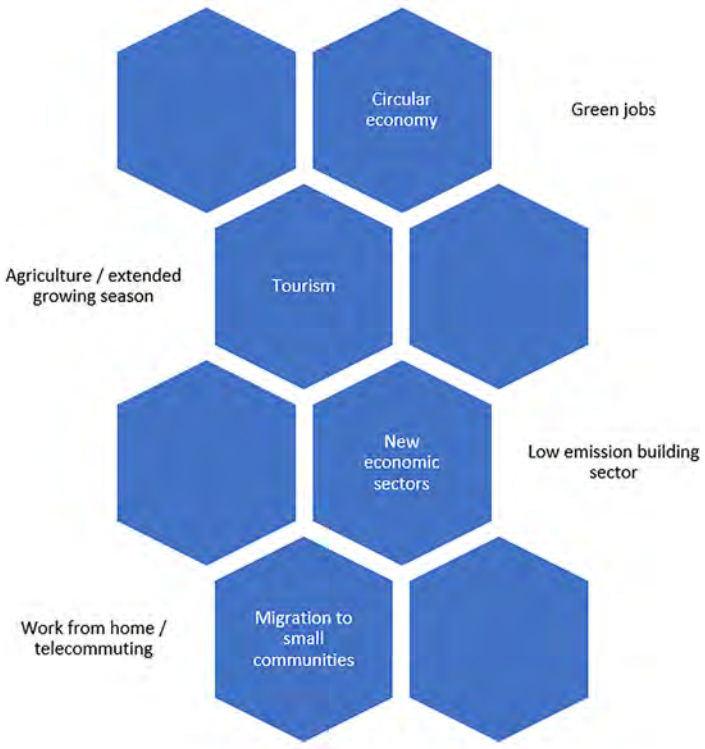
Barriers to action include a lack of financial resources and a lack of staff

Despite high levels of support for climate change mitigation and adaptation, local governments face a number of barriers to action, with lack of financial resources indicated as the top barrier for both municipalities and regional district. The second major barrier for municipalities is lack of staff capacity. Small municipalities face additional barriers including lack of expertise and limited data. Regional districts also tend to face additional barriers as compared to municipalities, struggling with limited authority and feeling a stronger lack of senior government support.

Opportunities for Climate Action: Green growth, clean energy, new jobs, rural vitality

Although responding to climate change is a huge challenge and local governments face a number of barriers to climate action, the climate crisis also presents opportunities for the future. Almost half (49%) of municipalities see new opportunities for their community as the climate changes; another 17% answered "maybe." Among regional districts, 70% anticipate new opportunities and 30% answered "maybe." Some examples of opportunities mentioned by respondents include building a circular economy, green jobs, benefits to agriculture including an extended growing season, tourism, new economic sectors such as the low emissions building sector, work from home/telecommuting opportunities, and increased migration to small communities, such as those in the VICC region.

Figure 11 Opportunities for climate action



Our shared future

> "Remarkable response to COVID by all levels of govt and by the public suggests we are capable of rising to the climate challenge. COVID has reinforced concerns about and is encouraging changes to address self-sufficiency (e.g., reliance on imported food and tourism)."
>
> – Islands Trust

Nearly all communities in the VICC region are already experiencing hazards and impacts related to changing weather patterns caused by climate change and most expect these hazards and impacts to continue and/or worsen into the future. Both municipalities and regional districts are overwhelmingly supportive of climate action, with 100% of local governments surveyed answering that climate change mitigation and adaptation are either important or somewhat important to their community. The vast majority of municipalities and all regional districts also indicated that their communities are supportive of implementing mitigation and adaptation policies. Most municipalities and all regional districts have implemented policies related to climate change mitigation and adaptation, with the numbers and types of policies varying by geography and by size of municipality. Despite these high levels of support for climate action, local governments face multiple barriers, particularly related to lack of financial resources and staffing capacity.

A lack of funding is a major barrier to local governments when it comes to climate change mitigation and adaptation. Limited authority and lack of senior government support were also important barriers, especially for regional districts, and survey respondents called for more regulatory and financial support from senior levels of government. This support could help build essential low-carbon infrastructure and fund community-level modelling projections to assess localized climate change impacts as well as the impacts of various policies on GHG emissions and costs to choose among most effective and efficient municipal and regional climate policies.

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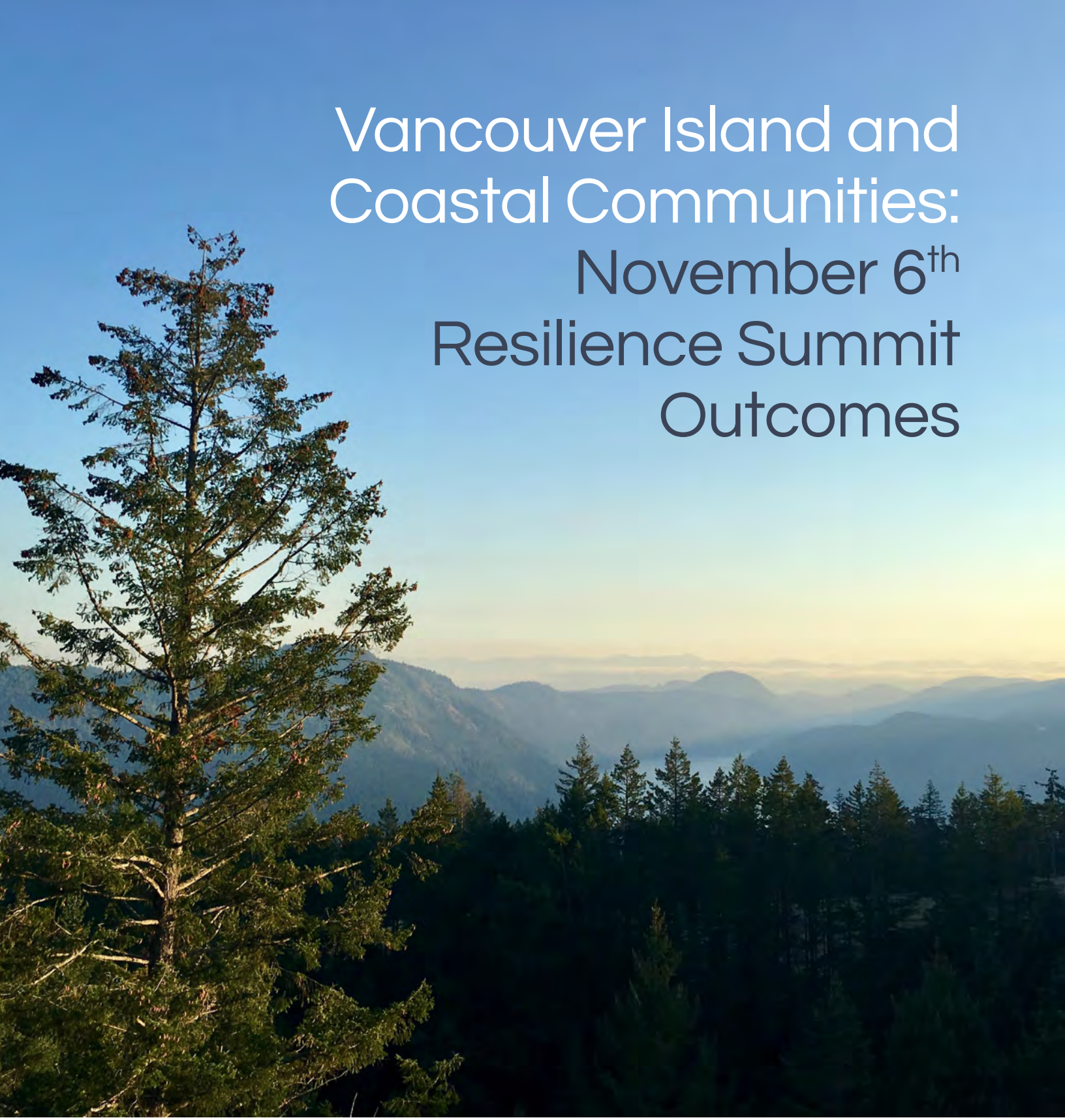
Notes

[i] The government of BC's land use data may overestimate the share of old growth forest by including low productivity bog and subalpine forests; they should thus be interpreted with a note of caution (Ancient Forest Alliance, 2016). Furthermore, there is no commonly accepted definition of an old growth forest but that "most of B.C.'s coastal forests are considered to be old growth if they contain trees that are more than 250 years old. Some types of Interior forests are considered to be old growth if they contain trees that are more than 140 years old" (Government of British Columbia, 2020a). A report by Price et al. (Price, Holt, Bio, & Daust, 2020) on BC's old growth forest disaggregates old growth forest by different sizes and across different ecosystems (biogeoclimatic variants) and productivity classes. By their assessment, the vast majority (80%) of old growth forest in BC is comprised of small trees and only 3% of BC's remaining forests support large trees (Price et al., 2020).

[ii] Recently logged timber is that which was harvested within the past 20 years, or older if tree cover is less than 40% and under 6 metres in height. Selectively logged timber does not have a defined timeline, it is determined by viewing aerial imagery (areas where the practice of selective logging can be clearly interpreted on the Landsat TM image and TRIM aerial photography).

[iii] Dependency ratio calculated according to Stats Can age groups of 0-19, 19-64, and 65+.



Vancouver Island and Coastal Communities: November 6th Resilience Summit Outcomes

PICS
PACIFIC INSTITUTE FOR CLIMATE SOLUTIONS

University of Victoria

Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) Steering Committee
viccclp.com

We respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples.

Our climate change challenge

Climate change is a complex and ongoing challenge facing communities across the Vancouver Island and Coastal Communities Region (VICC). By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 °C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls.

Climate change will impact all sectors of society and the economy now and in the future. Communities large and small, rural and urban have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential. This is why we need to plan at a Vancouver Island and Coastal Communities wide scale.

Our communities are connected in tackling this challenge. Our overarching goal is for all our climate actions to increase community resilience across the Vancouver Island and Coastal Communities region, which in turn will better prepare our communities to navigate climate challenges.

The plan

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) was convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—to catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast (urban and rural), working together to produce a regional plan that will catalyze climate mitigation and adaptation projects and activities throughout the coastal region.

This shares the outcomes and a preliminary set of goals and actions that were jointly developed with participants in the VICC's Community Resilience Summit which took place on November 6th 2020. Over 150 elected officials and members of staff from across the VICC region engaged in a series of workshops to begin the first steps of developing a Climate Action and Resilience Plan to 2030 for the island and coastal communities. Two additional engagement opportunities will contribute to the development of the plan: a youth climate summit and an opportunity for Indigenous-informed Indigenous engagement.

Equity and Social Justice

Equity and social justice principles strive for a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in ways that are fair. This includes: Accessibility (what programs or services are truly accessible, particularly to those without financial means) and Choice (who has agency to choose and what impacts the ability to choose?).

GOAL 1:

A social justice and equity lens must be placed on all climate change decision making

- Develop a social justice charter in order to ensure that the VICC's work is grounded in a vision of climate justice and equity.
- Establish an enabling a space for those with lived experience to contribute, creating an accountability structure to inform what is meant by 'equity & social justice', developing a clear picture of the impacts, etc.
- Ensure that actions/policies/etc. distribute the benefits of climate mitigation and adaptation. This may include reducing energy poverty and reno/demovictions with retrofit policies, designing sliding scales for financial incentives, defining and supporting food security, access to housing, expansion of public transit, and eliminating the unequal burdens caused by climate change.

GOAL 2:

By 2021 there is a framework established to ensure that the voices at the planning and decision making tables that develop this Island and Coastal Community Climate Strategy are diverse and inclusive

- **Diversify voices and facilitate equal participation:** de-stigmatize those in the community needing support, encourage youth voices and participation, remove barriers for youth, BIPOC, LGBTQ, and women to have a say at the table and get into leadership positions, and design policy for all working and/or planning tables that clearly identifies who has to be represented.
- **Identify and invite diverse groups/voices to participate:** measure equity and set goals (who is involved, are our systems changing to be representative of and responsive to diversity in community?), exploring language and engagement practices.

- **Improve engagement and diversity:** Set expectations for participation, identify facilitators, educate students, develop training in intersectional equality and accessibility, provide education about climate justice, increase opportunities for public engagement, remove financial barriers to participation and secure funding to support participation.

GOAL 3

Indigenous priorities must be centered within the planning and implementation process

- Recognize and acknowledge reconciliation and Indigenous knowledge in planning and decision-making from the beginning. Reconciliation involves recognition of history and centering Indigenous priorities within the planning process.
- Meaningfully include Indigenous Peoples in decision-making and consultation, including fair compensation for their involvement. Incorporate UNDRIP/DRIPPA/Truth & Reconciliation into the work. First Nations must have a say in decisions about their land.
- Recognise colonization and actively work towards decolonizing practices of government.
- Protect ecosystems and lands, particularly with regards to First Nations food systems.

It is important that a diversity of voices inform decision making.

The unique opportunities and barriers facing First Nations communities, as well as the ongoing traditional relationship with the land, mean that First Nations must be participants in the process. It is also important to understand the unique circumstances and needs of different populations, including children, youth, families living on lower incomes, renters, and those living on the edge, recognising that there are differences in how people can manage when a crisis occurs.

Healthy Communities and Social Resilience

Resilience is the ability to *persist, adapt, and transform*, and is a characteristic of healthy communities**.** We need to work together to prioritize and foreground this to senior levels of government as part of Climate Mitigation and Adaptation planning. In everything we do we must support the health and well-being of our most vulnerable populations; this will increase overall community resilience and a community's ability to better withstand the shocks and disruption that climate change will bring.

GOAL 1:

By 2030 everyone across the VICC has access to adequate health and wellbeing supports as per the social and ecological determinants of health

- Establish a VICC housing corporation to achieve economies of scale in building new zero emissions affordable housing.
- Set up opportunities for health professionals, elected officials and municipal staff to work together and share best practices; enhance information sharing through community health networks.
- Facilitate development of health and wellness hubs (e.g. recreation centres, food banks) where community groups collaborate with health professionals.
- Support all communities to incorporate the social determinants of health into local decision-making.
- Take a Health in All Policies approach to municipal (land use) planning.
- Island Health, BC Housing and the First Nations Health Authority develop a VICC wide partnership to address unmet needs.

GOAL 2:

By 2030 all communities on VICC use a common measurement of wellbeing and there is a 50% improvement from when we started measuring in 2022

- Determine the most suitable and EASIEST way to measure that is also culturally appropriate and incorporates Indigenous ways of knowing.
- Work through Community Health Networks (an existing entity focused on social determinants of health) to implement the wellbeing measurement function.
- VICC communities agree to using a common wellbeing measurement by Dec 31, 2021, to be used going forward.

- VICC communities will start measuring wellbeing (using the agreed-to measurement), and provide an initial report by Dec 31, 2022.
- Following the first set of reports, VICC communities will agree on which metric(s) to focus on collectively.

GOAL 3:

By 2030 we have a VICC wide emergency management plan with actions that achieve 100% resilience and address the needs of priority populations.

- Establish a VICC wide emergency management and resilience planning body/table to develop an Emergency Management Plan for the VICC region.
- Ensure that the VICC emergency management plan explicitly incorporates the needs of vulnerable populations and uses an equity lens.
- Advocate to Emergency Management BC for a broader scope in the emergency planning process that incorporates people who are already homeless or displaced in emergency management plans.
- Engage impacted people through participation in the planning process and in Emergency Response debrief sessions.
- Connect residents VICC wide to share best practices on social resilience and emergency preparedness at the street or neighbourhood level.

All of the actions to achieve these goals require a culture shift and transformation from the way projects are funded to the way we develop policy.

Targets and benchmarks are critical to keep progress on track and hold ourselves accountable to the linkages between the health of people and the health of the environment. Buy-in and involvement from other community stakeholders (fire, police, hospitals, VIHA, etc.) will be critical to the success of these actions.

Food Security

Healthy food systems and ecosystems are the foundations of healthy communities. Food security entails universal access to safe, healthy, culturally-appropriate food all year around and across the region. An overarching goal is the achievement of food sovereignty, in which communities are taking an *active* role in co-managing their food systems to ensure that these systems express their values.

GOAL 1:

By 2022, all communities have access to resources to support embedding food policy into their policies and practices, and region-wide forums exist to support and scale up these actions

- Support every community to incorporate food (sovereignty/security) into their planning and policies.
- Develop resources to inform leadership and staff about how this can be done.
- Establish forums for sharing community knowledge, advice, successes, and templates, and for identifying and lobbying for policy changes at other levels of government that would support this work.

GOAL 2:

We have complete local food systems that include infrastructure for production (growing, harvesting and processing), distribution and access by 2030, including the local knowledge and capacity to support them

- Support local growing and harvesting capacity, including access to lands and waters (develop land registries; innovative land-sharing programs; lobby for local access to and benefit from marine resources; develop research, training and knowledge transfer resources, etc.).
- Support local and regional processing and distribution capacity, at both household and regional scale (develop and support community kitchens; processing, storage, and distribution facilities; farmers markets, etc.).

- Enhance capacity by increasing learning and knowledge transfer about food systems, both to increase food literacy and to support those seeking to build careers, companies or organizations in sustainable food systems (reinvigorate farmers' institutes; develop new and expand existing educational programs to support food entrepreneurship and to braid local and Indigenous knowledge of food systems into courses and degrees).

GOAL 3:

Land and water-based ecosystems essential to food production are protected and restored region-wide by 2030

- Ensure ALR land is protected, and this is embedded in OCP and RGS language.
- Ensure that food systems are part of all land use planning and management.
- Advance the creation of Indigenous Protected and Conserved Areas and co-management agreements for important growing and harvesting areas, for marine as well as terrestrial species.
- Support and expand Indigenous Guardian Programs and other regional, place-based monitoring and stewardship initiatives that inform adaptation and serve as early warning systems for food safety.
- Develop systems for integrated community-based monitoring of productive ecosystems, and use this to shape adaptive management; ensure these processes consider connections and cumulative effects.
- Embed shoreline protection and restoration in OCPs to enhance "common" harvesting areas (with adequate monitoring for safety and to prevent overharvesting).

To be resilient, food systems need to be supported and organized across a variety of scales (household, neighborhood, community, regions) and they both require and support healthy lands and waters.

They also have the potential to help mitigate climate change and increase the resilience of communities to adapt to it. Prioritizing healthy lands and waters in all actions is essential. We need to recognize, respect, and develop synergistic relationships across First Nations' and Settler approaches to food systems. We can build upon the extraordinary variety of work that is already underway towards enhancing local, sustainable and resilient food systems.

Building resilient economies

A resilient economy is diverse, inclusive, and has the capacity to adapt and innovate. We need to think regionally as we build economies that transition from unsustainable resource extraction and carbon dependant industries to resilient regional economies that support responsible energy use and can generate *more* employment and deliver *higher* returns.

GOAL 1:

By 2030 all municipalities in the VICC will invest in clean, renewable energy industry to diversify the economy and create jobs in the region

- Grand plan for municipalities and regional districts to electrify fleets:
    - Senior government commit to eliminate fossil fuels;
    - Support clean industry and tech, and research and development; and
    - Incentivize energy retrofits.
- Determine barriers to such investments:
    - Incentivize rural/urban/indigenous partnerships;
    - Incentivize revisions of OCPs to align with this goal; and
    - Work with provincial government to incentivize funding approaches.

GOAL 2:

By 2030 incentivize small businesses and rural communities through investing in tourism, innovation, and internet access

- Incentivize and support for cottage/small business industry start ups.
- Support Island Coast Economic Trust to start climate-related economic investment.
- Ensure funding is not administratively onerous.
- Invest in sustainable tourism (e.g. Forest Bathing).
- Invest in First Nation-led and owned tourism.
- Facilitate regional networking and regional project.

GOAL 3:

Develop policy framework for measuring success of resilient economies (emphasis on triple bottom line)

- Coordinate all local governments to use common framework to measure prosperity and economic resilience:
    - Monitor support in various programs;
    - Be sure communities have resources to do this work;
    - Create platform to share results;
    - Adopt triple bottom line framework; and
    - Train local governments to apply framework.

We have a vision for a greener, smarter, and more inclusive economy.

Environmentally sustainable businesses that use clean and renewable energy are fundamental to building resilient economies that can regenerate rapidly after stress, and will often improve their situation compared to the pre-shock world.

Circular Economy

A circular economy aims to eliminate waste and pollution, keep products and materials in use, and regenerate natural systems. In order to minimise the use of resource inputs and the creation of waste, pollution and carbon emissions, products of non-biological "technical materials" such as metals, plastics and synthetic chemicals are kept cycling in the economy through the design of systems that facilitate reuse, sharing, repair, refurbishment, remanufacturing and recycling. Organic based biological materials are managed to ensure that at end-of-life they are properly decomposed to return nutrients to the environment to support the regeneration of natural systems.

GOAL 1:

Reduce 50% of food waste and divert 100% of organic material from landfill and incineration and by 2030

- Increase food waste reduction education for residential and commercial.
- Coordinate with forestry, restaurants and grocery stores to create new collection streams
- Ban organics from co-mingled waste streams.
- Establish organics processing infrastructure at all scales – rural, small and large municipalities.
- Capture forestry and industrial waste in the accounting of waste organic material.
- Refine regulations to improve quality of composted materials and their distribution.
- Develop local food production and supply chains.

GOAL 2:

Reduce per-capita disposal of material and consumer good waste to 150kg (85% Diversion) by 2030

- Increase and highlight re-use, repair, rental and sharing skills and services.
- Advocacy for right to repair.
- Regulations to decrease packaging waste/ban single-use items.
- Expand and reform extended producer responsibility (EPR) programs - recovery standards and percentage of recycled materials, incentives for redesign to support circularity.
- Increase access to recycling for rural communities through strengthening EPR programs and service levels.
- Address Industrial, Commercial & Institutional and Construction &Demolition waste streams.

GOAL 3:

Re-localize supply chains and increase local circular business

- Establish VICC circular procurement policy and systems.
- Increase skills training for trades and local resource manufacturing and food production.
- Establish hubs for re-use, sharing and repairing.
- Maximize local food chain capacity and remove regulatory and capacity barriers, such as over-restrictions of FoodSafe meant for large industrial food processing but penalizing small, local suppliers.
- Develop educational campaign promoting local services and products.
- Examine supply management.
- Incentivize and support circular business development.

There is great potential for impact.

According to a 2009 US EPA study, 50% of total Green House Gas emissions result from the provision of food and goods (products and packaging). These emissions are accrued at each step of the item's value chain from material extraction, production, transportation, consumption and disposal. By systemically addressing how we manage materials by reducing extraction of raw materials, re-localizing supply chains, designing materials for re-use, repair and recycle, and reducing waste, large reductions in GHG emissions across sectors can be achieved – by some estimates, up to 2/3rds of the emissions in the provision of food and goods.

Resilient Infrastructure

Infrastructure is the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise; infrastructure resilience is the ability to reduce the magnitude and/or duration of disruptive events. The effectiveness of a resilient infrastructure or enterprise depends upon its ability to anticipate, absorb, adapt to, and/or rapidly recover from a shock.

GOAL 1:

Resilient Water Management

- Develop plans to assess capacity, durability and redundancy of water management systems regarding runoff, drinking water and non-potable water under potential climate change scenarios.
- Collaborate to identify capacity, jurisdiction, treatment, existing water uses, etc.
- Develop a common model of risk assessment.
- Integrate an understanding of systems, both natural and built, into water management.
- Ensure preparedness of existing systems.
- Develop integrated watershed management.

GOAL 2:

Resilient transportation Infrastructure for all modes of transportation

- Identify modes of transport, hubs, corridors, safety nets.
- Institute broad collaborative planning.
- Develop a united front to lobby province.
- Free electrified transit.
- Shared roads for all modes.
- Lobby to change MOTI's operating principles, road definitions.
- Lobby TC public transportation infrastructure.
- Improve data sharing.

GOAL 3:

Identify Infrastructure needs (both new and replacement) and funding

- Develop plans to assess risks and redundancy of infrastructure for transport of people, goods, resources, etc. under potential climate change scenarios.
- New building planning should be multifunction.
- Increase capacity to deal with as much waste processing locally as possible, including recycling, salvage, etc.
- Identify and upgrade existing infrastructure.
- Develop integrated plans on how to recover / rebuild after major events.
- Develop new funding models (new taxation tools), criteria that support the development of resilient infrastructure.
- Planning for collapse.

We need new ways of working to support infrastructure resilience.

We need flexible and scaleable projects. We need to support and celebrate the leaders and champions and to develop community education and consultation. We need better resources and information sharing. We need to collaborate with industry, trades, communities, volunteer groups (e.g. streamkeepers), First Nations, labour unions and youth.

Green Infrastructure

Green infrastructure incorporates both the natural environment and engineered systems to provide clean water, conserve ecosystem values and functions and provide a wide array of benefits to people's health and wellbeing. Green infrastructure solutions can be applied at the scale of a building through to the broad landscape. Examples of green infrastructure practices at a local level are permeable pavements, green roofs, and rainwater harvesting systems while across a landscape the preservation and restoration of an interconnected network of natural and semi-natural areas is key.

GOAL 1:

By 2030, embed the use of sustainable, renewable materials and permeable living surfaces into all new and retrofit built infrastructure to achieve 100% increase from 2020 levels

- Think of roads as pathways for the whole community and design for mixed-use active transport, reduced impermeability, and protection and restoration of natural assets.
- Expand the use of green roofs, carbon sequestering materials in building supplies, rain gardens, bioswales etc. in new builds and retrofits.

GOAL 2:

By 2030 ecosystem-based management underpins all land use in VICC to maintain and restore healthy aquatic and terrestrial ecosystems and to optimize the rebuilding of carbon stores

- Expand the protection and restoration of natural areas and ecological features.
- Develop water sustainability plans for all watersheds.
- Ensure local communities and First Nations are part of forest management decision making.
- Design and manage for ecological connectivity on the local and regional scale.

GOAL 3:

By 2030, VICC local governments will have integrated natural amenity accounting

- Develop VICC-wide data inventory of natural assets and amenities.
- Ensure that natural amenity accounting is developed with key stakeholders--including First Nation--and the data is shared in order to improve decision making and track progress.

Green infrastructure is a cost-effective, resilient approach to reducing flood risk and the impacts of heat and drought while providing many community benefits such as carbon storage, clean drinking water, fish and wildlife, and spaces to recreate.

Meeting these goals will take strong advocacy to communicate and coordinate across jurisdictions and First Nations. Key stakeholders include the ministries of Agriculture, Food and Fisheries, Environment and Climate Strategy, Finance, Forests, Lands and Natural Resource Operations and Rural Development, Indigenous Relations and Reconciliation, Municipal Affairs, and Transportation and Infrastructure, the AVICC, UBCM, First Nations communities, the BC Products Stewardship Council and the CRD interprovincial working group.

Buildings: getting to net zero through retrofits and new builds

Resilient and zero-emissions buildings can help achieve climate goals, reduce home-heating costs, and enable new skills-building for construction workers. Both emissions reductions and adaptation to changing climate conditions need to be accounted for when planning new builds and upgrading existing infrastructure. This is critical for mitigation.

GOAL 1:

By 2030, existing buildings will reduce energy usage and GHGs by 40%. All new retrofits must consider resiliency and adaptation.

- Develop retrofit financing tools (like PACE - Property Assessed Clean Energy) that work for everyone and cover all types of buildings (residential, commercial, industrial, institutional).
- Generate research-based metrics and targets that can be used to track progress, improved access and quality of data, and enhance capacity of energy advisors to support these targets.
- Create an advocacy, education and action plan for all local governments through AVICC, including hazard mapping to support appropriate land use and resilience planning.
- Lobby provincial government to pass legislation to ban oil heating, mandate point of sale building energy labelling and a building benchmarking program for large buildings.
- Work with communities to develop official retrofit programs plans, including a retrofit builders training program, one stop retrofit program for homeowners, and regional teams to facilitate, educate and support public uptake of rebate programs.

GOAL 2:

By 2030, all new buildings will be net-zero and resilient to the localized impacts of climate change.

- Alter the step code to include GHG emissions.
- All VICC Communities adopt step code by 2025.
- Local governments require low carbon heating and cooling systems through building bylaws (Greenhouse Gas Inventory, GHGi).
- Advise and offer training to local developers and builders to meet this goal.
- Adopt hazard lands development permit areas (sea level rise, wildfire interface, steep slope).
- Adopt development permit area guidelines for energy efficiency.

GOAL 3:

By 2025 (at the latest) we have the capacity across the island to support net zero and resilient buildings.

- Develop enough expertise to achieve goals 1 and 2 through increased training programs and green qualifications and licensing of trade.
- Ensure that a broad cross section of community is recruited (better representation of women and other equity seeking groups), including potentially workers from the fossil fuel sector.
- Ensure that funding and capacity for retrofits is in place and that building owners are aware of who can do the work in their communities.
- Develop programs and networks to support net-zero and climate resilient buildings, including energy auditor programs available remote communities, and net-zero and climate resilient building awards.

Switching to low-carbon technologies and increasing energy efficiency of buildings can move us forward to a future where buildings produce no emissions at all.

Regulatory changes, advocacy initiatives, and financing tools can help communities save money on heating, create new 'green' jobs, and be prepared to resist upcoming climate-related natural hazards.

Decarbonised transport

Transportation is one of the biggest contributors to greenhouse gas emissions in the region. In line with the provincial CleanBC strategy, the region needs to move to a zero-emission vehicle future with widely available charging infrastructure. We also need to connect all communities via transit, railway, and biking to allow for decreased reliance on driving and complete streets development of communities across the region.

GOAL 1:

By 2025, have accessible electric vehicle (EV) charging infrastructure for personal & commercial transport in all VICC communities in all sectors

- Build EV infrastructure including acquiring land that can be used for Level 3 charging.
- Collaborate with the private sector including partnering with car share and ride sharing companies to electrify their fleets.
- Develop a secure written agreement with all regional districts (RDs) to build and coordinate the charging system with support from BC Hydro and the provincial government.
- Increase broad education on the benefits of electrification, existing policy and costs of installing stations—use data and technology to increase support for EVs.
- Prioritize areas with greater density of apartments to have more access to public charging infrastructure—this infrastructure placement should be informed by good transportation data and projections.
- Provide rebates for charging infrastructure to home owners and developers.
- Use provincial post-COVID and other funding (e.g., CleanBC) to invest into EV charging stations in existing attached buildings.
- Develop regulations/bylaws for new developments requiring installation of EV charging stations.

GOAL 2:

By 2030, connect communities via biking, transit, and railway corridors and EV rentals in VICC

- Create an intergovernmental task force to model interconnectivity infrastructure.
- Develop public-private partnerships to enable collaborations between BC Transit, BC Ferries and the private sector (i.e., car share, e-mobility, rental companies).
- Enable full cost accounting/economic analysis of different transportation options and communication to public (i.e., account for co-benefits including safety, benefits for tourism and environmental benefits).
- Develop zoning requirements to enable EV rentals in appropriate places.
- Lobby BC and federal governments to develop a regional transportation plan and to receive their support/buy-in.
- Learn from leading jurisdictions on how such interconnectivity can be achieved and what policies and governance institutions need to be developed.

GOAL 3:

By 2025, allow for only complete streets design approach including transit-oriented development, densification and access to services

- Provide education to governments (i.e., elected representatives and staff) and developers about the benefits of this design approach and how it can be implemented.
- Write these principles into Official Community Plans (OCPs).
- Offer tax incentives or benefits to projects/developments that use this approach.
- Enable municipalities to buy land next to future transit/railway corridors to build housing, and then use money and profits to fund sustainable transportation projects.
- Lobby the provincial government for legislation mandating the implementation of these approaches by every level of government across the province—BC's Ministry of Transportation and Infrastructure can be used an active partner.

Electrifying vehicles and connecting communities via zero-emission transportation modes will lead to substantial environmental and socio-economic benefits.

To accelerate the transition, the region needs to have an integrated regional transportation plan. The plan will enable conversations with the provincial government to seek funding for EV charging infrastructure in all types of buildings, implementing new infrastructure to connect communities by rail and biking, and developing communities in a transit-oriented manner.

Active Transportation

Active transportation is central to health and wellbeing. Active transportation is any human-powered transportation like walking and cycling; it can be combined with other modes like transit. Investing in infrastructure to support active transportation protects the safety and wellbeing of friends and family and creates liveable spaces. Increasing active transportation can reduce trips made by vehicles and help us to meet our climate goals. Presently around 80% of GHG emissions in the province are from energy of which half are from transportation.

GOAL 1:

Two-thirds of trips to be made by active transport by 2030

- Mandate Vision Zero: No traffic fatalities.
- Update provincial road construction guidelines using Vision Zero, System Safety approach to road design, AAA (all ages and abilities) lens, prioritizing vulnerable road users and active transportation.
- Support cultural shift to active transportation in education and training.
- Reallocate street space for active transportation.
- Secure reliable, stable multi-year funding to implement Active Transport planning.
- Ensure that there is a rural lens on Ministry of Transportation and Infrastructure (MOTI) road guidance. Rural communities face different constraints and needs.
- Establish a VICC platform for shared policy learning.

GOAL 2:

Implement integrated regional transportation planning (inclusive of active transport) by 2030

- Jointly address Interregional planning gaps and identify priorities.
- Develop regional Memorandum of Understanding to convene municipalities and Electoral Areas at the Regional District Level to conduct regional transportation planning.
- Advocate for the Province to invest in inter-community connections for active transportation and transit. Ensure Province and BC Transit prioritize active transportation and inter-jurisdictional connections.
- Advocate for dedicated funding for integrated transportation planning across functionally connected areas. Establish fiscal incentives for joint planning and transportation infrastructure delivery.

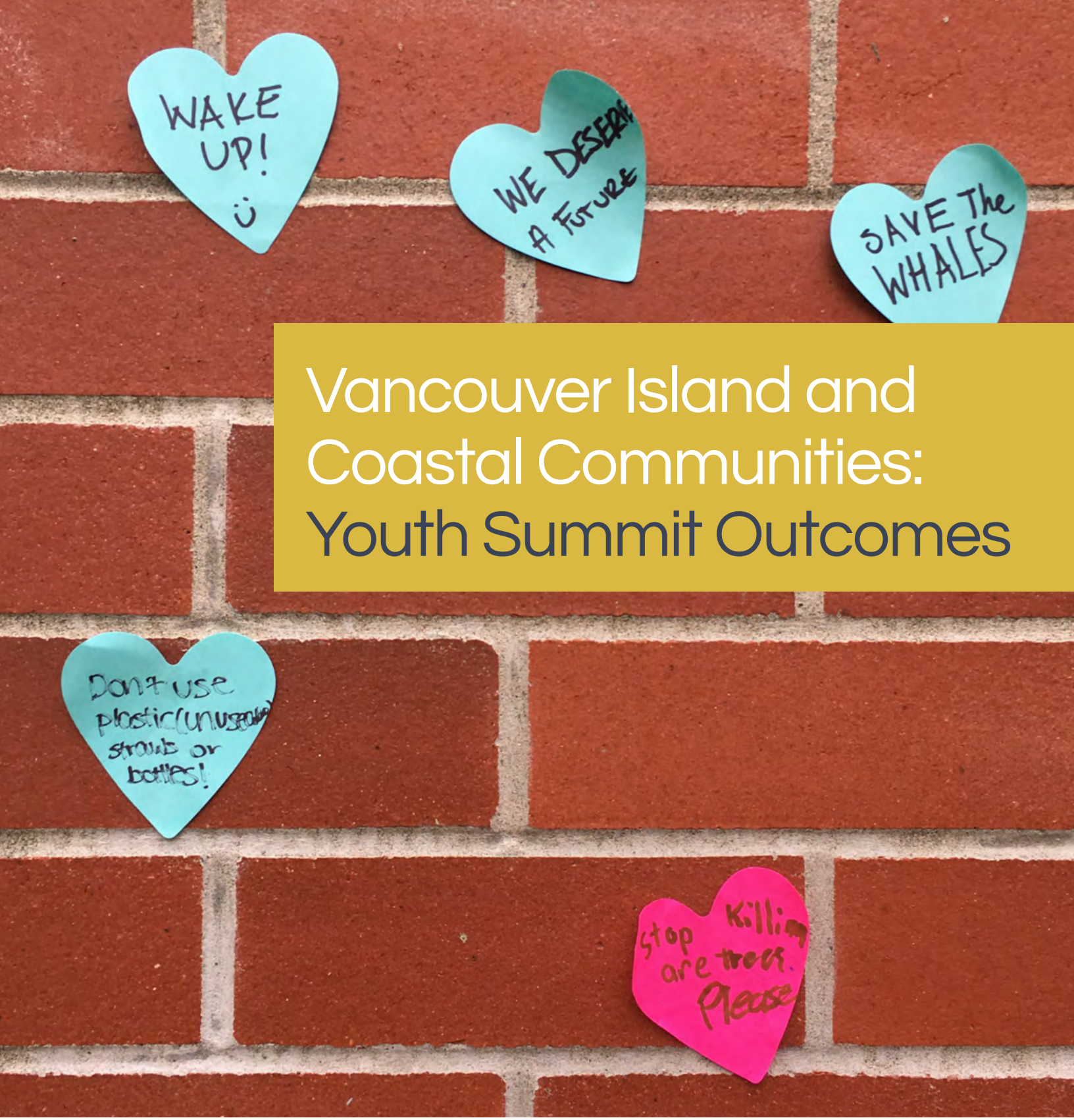
GOAL 3:

Ensure dedicated, stable, long-term funding for active transport by 2025

- Advocate for safe pathway maintenance to be covered in maintenance agreements and contracts to reduce barriers for small communities.
- Adopt fiscal incentives for employees who commute by active transport.
- Advocate for 1% of sales tax to municipalities.
- Advocate for a usage-based insurance system for vehicles in order to incentivise a reduction in vehicle use.
- Advocate for an increase in Federal Gas Tax funding.
- Advocate for green infrastructure stimulus for active transport from the federal government.

We have the vision and the will. We know what to do. We need the capacity and agency to pull it off!

Upper level governments, in particular the Provincial government, set the incentives for investment in active transportation. This includes regulatory and implementation guidance that is often out of date or contradictory when it comes to active transportation. Too often incentives are set against active transportation. We need solutions that work for communities of all sizes—rural and urban.



Vancouver Island and Coastal Communities: Youth Summit Outcomes

PICS PACIFIC INSTITUTE FOR CLIMATE SOLUTIONS

University of Victoria

Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) Steering Committee
viccclp.com

We respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples.

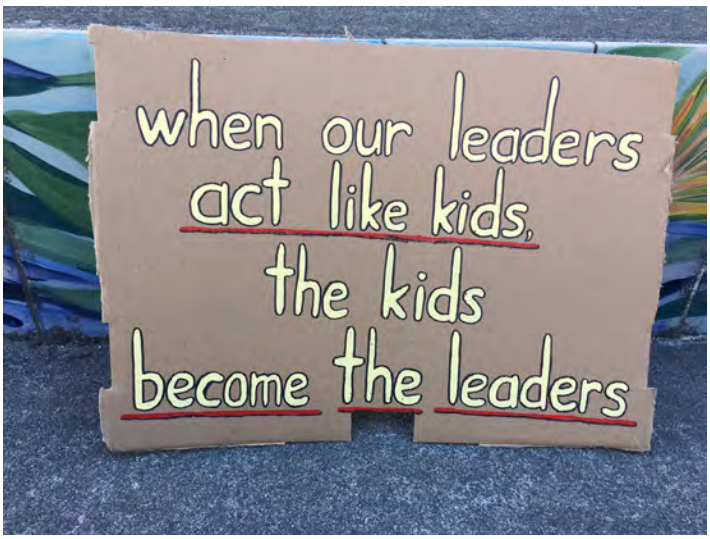
Our climate change challenge

Climate change is a complex and ongoing challenge facing communities across the Vancouver Island and Coastal Communities Region (VICC). By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 °C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls.

Climate change will impact all sectors of society and the economy now and in the future. Communities large and small, rural and urban have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential. This is why we need to plan at a Vancouver Island and Coastal Communities wide scale.

Our communities are connected in tackling this challenge. Our overarching goal is for all our climate actions to increase community resilience across the Vancouver Island and Coastal Communities region, which in turn will better prepare our communities to navigate climate challenges.



Young people are leading the charge. Today's young people are crucial to building a fairer, more sustainable future.

The plan

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) was convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—to catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast (urban and rural), working together to produce a regional plan that will catalyze climate mitigation and adaptation projects and activities throughout the coastal region.

This document shares the **VICC's Climate Action Goals: Youth** across several thematic areas. These goals were jointly developed with participants in the VICC's Youth Climate Forum which took place May 8th, 2021. This event brought together youth and young adults between the ages of 13-26 to collaborate on visions, goals, and actions for the region.

Theme 1: Equity, Healthy Communities, Social Justice, and Social Resilience

Resilience is the ability to *persist, adapt, and transform*, and is a characteristic of healthy communities. In everything we do, we must support the health and well-being of our most vulnerable populations; this will increase overall community resilience and a community's ability to better withstand the shocks and disruption that climate change will bring.

Equity and social justice principles strive for a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in fair ways. This includes Accessibility (what programs or services are truly accessible, particularly to those without financial means) and Choice (who has the agency to choose and what impacts the ability to choose?).

GOAL 1:

Live according to the principles of UNDRIP

- Ensure that the principles of UNDRIP are upheld;
- Ensure that communities are connected and that they work together to protect the environment;
- Recognize and acknowledge reconciliation and Indigenous knowledge in planning and decision-making from the beginning. Reconciliation involves recognition of history and centering Indigenous priorities within the planning process;
- Develop principles and legislation so that lands and waters have the opportunity to be recognised as living beings with rights.

GOAL 2:

By 2030, a social justice and equity lens must be placed on all climate change decision making

- Ensure that no one is unhoused in BC by 2025 and ensure that everyone has enough food;
- Ensure there is equitable access to mitigate climate emissions for everyone;
- Develop better mental health resources and education in schools, universities, institutions, and workplaces;
- Research barriers to taking climate action and ensure that these are considered in climate mitigation and adaptation policies;
- Implement Green New Deals across municipalities.

GOAL 3:

Promote more education and equal opportunities for people to act and live in harmony with land, waters and people

- Develop more resources and educational materials for individuals to be sustainable, ensuring throughout that people feel empowered through the educational system;
- Develop alternative economies so that people do not have to choose between a healthy environment or a healthy economy;
- Develop more opportunities for outdoor education schemes for all age ranges;
- Establish more opportunities for people to spend time outdoors to aid health conditions;
- Ensure that climate science is included in every school's curriculums;
- Diversify voices and facilitate equal participation: de-stigmatize those in the community needing support, encourage youth voices and participation, remove barriers for youth, BIPOC, LGBTQ, and women to have a say at the table and get into leadership positions, and design policy for all working and/or planning tables that clearly identifies who has to be represented.

All of the actions to achieve these goals require a culture shift and transformation from the way projects are funded to the way we develop policy. We think it is important that a diversity of voices inform decision making.

Theme 2: Food Security and Sovereignty

Healthy food systems and ecosystems are the foundations of healthy communities. Food security entails universal access to safe, healthy, culturally-appropriate food all year round and across the region. An overarching goal is the achievement of food sovereignty, in which communities are taking an active role in co-managing their food systems to ensure that these systems express their values.

GOAL 1:

By 2025, most of our food is from the island and grown sustainably

- Grow food in public areas wherever possible and equip communities with the policies and financial means to get this started;
- Work with the province and federal government to support the development of kelp farming;
- Develop a programme where every school can set up a community garden;
- Advocate that local universities and institutions invest in and research cultivated meats;
- Encourage the phasing out and banning of fish farms;
- Establish forums for sharing community knowledge.

GOAL 2:

By 2022, all communities have access to resources to support embedding food policy into their policies and practices

- Ensure First Nations can harvest important food sources;
- Reduce cost barriers for the new generation of farmers (ecosystem service enhancement).

GOAL 3:

By 2030, land and water-based ecosystems that are essential to food production are protected and restored region-wide

- Ensure Agricultural Land Reserve (ARL) is protected and increased its productivity;
- Encourage landlords to allow (and encourage) renters to grow their own food;
- Ensure that food systems are part of all land use planning and management;
- Advance the creation of Indigenous Protected and Conserved Areas and co-management agreements for important growing and harvesting areas.

To be resilient, food systems need to be supported and organized across a variety of scales (household, neighborhood, community, regions) and they both require and support healthy lands and waters.

They also have the potential to help mitigate climate change and increase the resilience of communities to adapt to it. Prioritizing healthy lands and waters in all actions is essential. We need to recognize, respect, and develop synergistic relationships across First Nations' and Settler approaches to food systems. We can build upon the extraordinary variety of work that is already underway towards enhancing local, sustainable and resilient food systems.

Theme 3: Circular Economy

A circular economy aims to eliminate waste and pollution, keep products and materials in use, and regenerate natural systems. To minimise the use of resource inputs and the creation of waste, pollution and carbon emissions, products of non-biological "technical materials" such as metals, plastics and synthetic chemicals are kept cycling in the economy through the design of systems that facilitate reuse, sharing, repair, refurbishment, remanufacturing and recycling. Organic-based biological materials are managed to ensure that at end-of-life they are properly decomposed to return nutrients to the environment to support the regeneration of natural systems.

GOAL 1:

By 2025, reduce 50% of food waste and divert 95% of organic material from landfill and incineration

- Legislate to ensure that businesses dispose properly of their waste;
- Learn from and build upon existing models that work for reducing and redirecting food waste;
- Develop efficient and effective composting systems that are required in all schools;
- Establish better educational materials on how to manage food waste and compost for residential and commercial properties;
- Provide greater access and funding for recycling depots in more parts of cities and rural areas;
- Coordinate with forestry, restaurants and grocery stores to create new collection streams;
- Ban organics from co-mingled waste streams;
- Coordinate compost audits with farmers;
- Discourage 'throw-away' culture, and where it exists, ensure that there are means for people to re-use safely.

GOAL 2:

By 2023, ban all plastic packaging and mandate that all sellable goods are either recyclable or reusable

- Develop alternative materials which are less energy-intensive;
- Legislate that packaging be compostable or re-usable (see Good Natured Products Inc);
- Develop regulations to decrease packaging waste/ban single-use items;
- Establish a strategy to manage 'bioplastics'.

GOAL 3:

Support communities via education and opportunities to grow more, compost more, and promote circular economies

- Support more education programmes around composting, recycling and reusing;
- Create programmes for students to connect with farmers;
- Encourage institutions, workplaces and businesses to promote multi-use products and/or compostable items;
- Devote sufficient funding so that local circular businesses can thrive;
- Encourage more food growing areas in urban spaces.

There is great potential for impact.

According to a 2009 US EPA study, 50% of total Green House Gas emissions are from the provision of food and goods (products and packaging). These emissions are accrued at each step of the item's value chain from material extraction, production, transportation, consumption and disposal. By systemically addressing how we manage materials by reducing extraction of raw materials, re-localizing supply chains, designing materials for re-use, repair and recycle, and reducing waste, large reductions in GHG emissions across sectors can be achieved – by some estimates, up to 2/3rds of the emissions in the provision of food and goods.

Theme 4: Green and Resilient Infrastructure

Infrastructure is the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise; infrastructure resilience is the ability to reduce the magnitude and/or duration of disruptive events. The effectiveness of a resilient infrastructure or enterprise depends upon its ability to anticipate, absorb, adapt to, and/or rapidly recover from a shock.

Green infrastructure incorporates both the natural environment and engineered systems to provide clean water, conserve ecosystem values and functions and provide a wide array of benefits to people's health and wellbeing. Green infrastructure solutions can be applied at the scale of a building through to the broad landscape.

GOAL 1:

To preserve, protect, fund and restore 80% of essential natural assets and carbon sinks by 2030 (e.g. wetlands, salt marshes, old-growth, kelp forests)

- By 2022, all old-growth forests and sensitive ecosystems are protected and their health is continuously monitored;
- Expand co-management of natural areas with local First Nations;
- Develop conservation and restoration of native ecosystems (e.g. Garry Oak meadows, wetlands, forests);
- Develop regional care of marine ecosystems for local seafood;
- Monitor populations of key species;
- Host invasive species removal and native plant propagation in collaboration with First Nations.

GOAL 2:

By 2030, ecosystem-based management underpins all land use in VICC to maintain and restore healthy aquatic and terrestrial ecosystems and to optimize the rebuilding of carbon stores

- Expand the protection and restoration of natural areas and ecological features;
- Develop water sustainability plans for all watersheds;
- Ensure local communities and First Nations are part of forest management decision making;
- Design and manage ecological connectivity on the local and regional scale.

GOAL 3:

By 2030, all infrastructure is climate-ready

- Ensure BC is net-zero by 2035!
- Develop adaptation mechanisms such as sea walls and rain gardens;
- Ensure resilient water management;
- In coordination with the goals set out for active transport, ensure an increase in safe bike lanes.

We need new ways of working to support infrastructure resilience.

We need flexible and scalable projects. We need to support and celebrate the leaders and champions and to develop community education and consultation. We need better resources and information sharing. We need to collaborate with industry, trades, communities, volunteer groups (e.g. streamkeepers), First Nations, labour unions and youth.

Green infrastructure is a cost-effective, resilient approach to reducing flood risk and the impacts of heat and drought while providing many community benefits such as carbon storage, clean drinking water, fish and wildlife, and spaces to recreate.

Meeting these goals will take strong advocacy to communicate and coordinate across jurisdictions and First Nations.

Theme 5: Buildings: Getting to Net-Zero through Retrofits and New Builds

Resilient and zero-emissions buildings can help achieve climate goals, reduce home-heating costs, and enable new skills-building for construction workers. Both emissions reductions and adaptation to changing climate conditions need to be accounted for when planning new builds and upgrading existing infrastructure. This is critical for mitigation.

GOAL 1:

By 2030, all new buildings are powered by 100% renewable energy, will be net-zero and resilient to the localized impacts of climate change

- Phase out fossil fuel extraction by 2027 and subsequently ban oil heating;
- Work with communities to develop official retrofit programs plans;
- Promote lifecycle costing so that more sustainable building options are assessed based on the cost throughout the entire life of the infrastructure;
- Encourage the building of smaller houses and apartments;
- Ensure that no one is unhoused by 2025 and embed social justice in all new building developments.

GOAL 2:

By 2030, all existing buildings are retrofitted

- Ensure all existing buildings are powered by renewable sources;
- Ensure there is sufficient funding and support for retrofits and that building owners are aware of who can do the work in their communities;
- Establish more heat-pump rebates;
- Encourage the re-use of building materials wherever possible and ensure greater transparency in what happens in building waste;
- Prevent demolishing buildings and start re-using them as much as possible.

GOAL 3:

By 2025 (at the latest), we have the capacity across the island to support net-zero and resilient buildings.

- Establish a legislative authority (i.e. in LGA) so that local governments can regulate fuel usage in new buildings and promote fuel switching in existing buildings;
- Have local governments 'lead by example';
- Create partnerships between communities to get to net-zero together and share good practices;
- Raise awareness in the community of what types of community energy programs are available, types of funding, contractors in the area, etc.;
- Adopt a low-interest renewable energy and retrofit program.

Switching to low-carbon technologies and increasing the energy efficiency of buildings can move us forward to a future where buildings produce no emissions at all.

Regulatory changes, advocacy initiatives, and financing tools can help communities save money on heating, create new 'green' jobs, and be prepared to resist upcoming climate-related natural hazards.

Theme 6: Decarbonised Transport

Transportation is one of the biggest contributors to greenhouse gas emissions in the region. In line with the provincial CleanBC strategy, the region needs to move to a zero-emission vehicle future with widely available charging infrastructure. We also need to connect all communities via transit, railway, and biking to allow for decreased reliance on driving and complete streets development of communities across the region.

GOAL 1:

By 2030, everyone has access to free public transportation within and between communities

- Establish sustainable transport options: e.g. island corridor from Victoria to Courtney;
- Shift away from Victoria Regional Transit Commission model toward CRD-based transit governance with lots of voting seats for riders/stakeholders (e.g. First Nations, students, seniors, people with disabilities);
- Ensure user groups always have a say in their transport systems.

GOAL 2:

By 2025, all public transport is electric and there is at least one bike parking space for every car parking space in BC

- Electrify all public transport;
- Ensure that everyone can access free public transport: i.e. free bus, free train, with no age restrictions;
- Develop more EV infrastructure;
- Develop regulations/bylaws for new developments requiring the installation of EV charging stations;
- Develop and promote the use of bikes, bikeable cities and bikeable rural areas.

GOAL 3:

By 2025, there is an island-wide transportation plan

- Ensure that there are viable, affordable options connecting communities via (bike share, car share, bus, rail);
- Implement this system using passes, such as the Marmot card.

Electrifying vehicles and connecting communities via zero-emission transportation modes will lead to substantial environmental and socio-economic benefits.

To accelerate the transition, the region needs to have an integrated regional transportation plan. The plan will enable conversations with the provincial government to seek funding for EV charging infrastructure in all types of buildings, implementing new infrastructure to connect communities by rail and biking, and developing communities in a transit-oriented manner.

Theme 7: Active Transportation

Active transportation is central to health and wellbeing. Active transportation is any human-powered transportation like walking and cycling; it can be combined with other modes like transit. Investing in infrastructure to support active transportation protects the safety and wellbeing of friends and family and creates liveable spaces. Increasing active transportation can reduce trips made by vehicles and help us to meet our climate goals. Presently around 80% of GHG emissions in the province are from energy, of which half are from transportation.

GOAL 1:

By 2030, everyone has access to safe active transportation options

- Roll out a new 'bikes for everyone' programme which accommodates everyone's need: i.e. has a strong equity focus;
- Ensure that transport networks are connected rural-urban and between communities.

GOAL 2:

By 2030, build out more multi-use paths and bike lanes that build interconnectivity within the existing network across the island

- Ensure all major commercial and institutional centres have secure bike parking by 2025;
- Establish more bicycle hub repair centres;
- Implement lower speed limits for electrified transport;
- Promote separate bike and walking lanes and always ensure that transport is safe;
- Offer bike safety courses for all ages.

GOAL 3:

By 2030, plan active transportation and electric transit networks across the region, rather than by municipality

- Ensure that a coordinated, equitable approach is taken across all active transport planning.

We have the vision and the will. We know what to do. We need the capacity and agency to pull it off!

Upper level governments, in particular the Provincial government, set the incentives for investment in active transportation. This includes regulatory and implementation guidance that is often out of date or contradictory when it comes to active transportation. Too often incentives are set against active transportation. We need solutions that work for communities of all sizes—rural and urban.

VICC - Climate Leadership Plan Budget	Cash	In-kind		Total
Steering Committee Meetings		400	$12,000	$12,000
Phase 1 - Research and Data Collection	$10,000	40	$4,000	$14,000
Phase 2 - Engagement	$11,952	40	$4,000	$15,952
Local Government Resilience Forum	$3,000	300	$9,000	$12,000
Youth Climate Forum	$3,000	167	$5,010	$8,010
First Nations Survey and Engagement	$46,000	30	$900	$46,900
Total Phase 2	73,952	537	$34,910	$108,862.00
Phase 3 - Synthesis/Analysis 8-10 Theme Areas				
Action Plan Forum (First Nations, Local Governments and Parnter/Stakeholders)	$10,000	300	$9,000	$19,000
Plan Preparation	$5,000	30	$900	$5,900
Project Management	$30,000	50	$1,500	$31,500.00
Research & Planning	$5,000	40	$4,000	$5,000.00
Engagment	$15,000	30	$900	$15,000.00
Writing	$25,000	40	$4,000	$25,000.00
Implementation	$21,000	300	$9,000	$21,000.00
Travel/Accomodation	$20,000			$20,000.00
Meeting/ Engagment Rental Costs	*$5,000*			$5,000.00
Contingency (15%)	*$20,400*			
Total Phase 3	$136,000	790	$29,300	**$165,300.00**

Total Request	***$156,400***			
Total Project	**$240,352**	**1767**	**$80,210**	**$320,562.00**

***In-kind time for University researchers valued at $100/hour and other volunteers valued at $30/hour.**

Community Energy Association

SCOPE OF WORK for CEA as VICC CLP SECRETARIAT

August 2022

Thank you for inviting Community Energy Association to be the secretariat for the Vancouver Island and Coastal Communities Climate Leadership Plan (VICC CLP). This scope of work is for coordinating the completion of the Plan by April 2023 and supporting the beginning stages of plan implementation. The intent is for the secretariat role to continue through multiple years of Plan implementation between 2023 and 2030.

Background

Community Energy Association is a non-profit organization with charitable status that has been supporting communities with energy planning and climate action for more than 25 years. CEA traces its roots to a 1995 MOU between UBCM and Province of BC establishing the Energy Aware Committee, which incorporated into the Community Energy Association in 2004. We are a recognized thought-leader and the only organization in BC dedicated exclusively to supporting communities with climate action research, planning, capacity building, and implementation.

Our team of more than 30 staff are distributed across BC and have existing and accelerating momentum engaging local governments, regional governments, Indigenous communities, and Modern Treaty Nations on climate action. We have specific expertise in advancing proven solutions that align with Clean BC targets and regional goals. Our networks of staff and elected officials offer a unique opportunity to move quickly to support collaborative implementation.

CEA supports communities through:

- **Research and Planning** – Energy and emissions inventories and modelling, action planning, and prioritization, online interactive climate action planner tool, and sectoral strategies such as retrofit strategies or e-mobility plans. Research and guides on best practices, emerging technologies, and other topics relevant to local governments and Indigenous communities. Recently CEA completed or is working on Climate Plans for Esquimalt, View Royal and Colwood.
- **Coaching, Networks, and Education** – CEA coordinates 4 staff peer networks on various topics and two newly formed regional sub-networks, BC Climate Leaders programming and networks for elected officials, including the BC Climate Leaders Playbook and the Climate Leaders Institute, and developed and delivers the Community energy management certificate through BCIT.
- **Implementation** – Coordination of multi-year and multi-partner implementation projects, including cross-regional EV charging networks (including the Mid-Island network), design and delivery of retrofit concierge programs, including Retrofit Assist and the Kootenay Clean Energy Transition, organics diversion and processing projects, and collaborative industry capacity building on the Energy Step Code and retrofits.

Role of Secretariat

The VICC CLP secretariat will be a dynamic role that responds to the guidance of the Steering Committee, while adding expertise, leadership, coordination, and professional capacity to this successful and exciting initiative. As local governments enter an election period, it is critical for VICC CLP to have a home base that will continue to foster regional collaboration through the election and beyond. Specific duties of the secretariat during the period of plan completion may include, but are not limited to:

- **Convening** – CEA will coordinate meetings of the elected official steering committee as well as a staff working group to guide the final development of the Plan. The meetings will continue monthly with a break at election time. Meeting coordination will include agenda-setting in collaboration with co-chairs, preparing meeting notes, and creating a short (one to two page) report out after each meeting for Steering Committee members to share with their regional district boards. CEA will create a member's only webpage which will grow over time to include best practices, case studies, policy templates and other materials relevant to VICC CLP members, and will post meeting notes and other resources.

  Note: CEA is already supported financially for a VICC staff network via an existing agreement with BC Hydro (valued at $20,000) and has partial funding for regional coordination of elected officials with support from BC Hydro, Real Estate Foundation, and Vancity Credit Union until the end of March 2023 (valued at approximately $5,000).

- **Member Support and Orientation** – Following the election, CEA will work with the returning elected officials on the steering committee to confirm the members of the steering committee and support recruitment of new members as needed. The scope of this work will depend on the number of returning VICC-CLP steering committee members and on whether the co-chairs are re-elected. CEA will also conduct outreach to local government staff and convene the region-wide staff working group so that staff are aware of the project and can get involved.

- **Resource Management and Collaboration** – As noted above, CEA will create a members-only webpage for a resource library and links, on the same page where we will post meeting agendas and notes. If desired, CEA will set up and manage an on-line discussion forum, possibly using Earth.net or another messaging platform such as Slack, depending on member preference.

- **Procurement and Contract Management** – CEA can manage procurement for contractors, including through requests for proposals or sole-sourcing.

- **Fundraising and Fiscal Management** – CEA will support the Steering Committee with funding requests with regional districts and municipalities, make connections with key contacts at the staff level, and receive and disperse funds from regional districts and local governments on behalf of the VICC CLP Steering Committee. CEA will also seek funding support from other sponsors including during the plan implementation phase. As a non-profit organization with charitable status, CEA can access grants from foundations and has strong relationships with various funders.

- **Implementation Coordination and Project Management** – Plan implementation is the ultimate goal. Subject to a Steering Committee decision once the plan is adopted by the Association of Vancouver Island and Coastal Communities in April 2023, CEA will support successful, accelerated, and collaborative climate action implementation across the region. Implementation coordination can include:

- Identifying priority actions for individual local and regional governments and First Nations and convening sub-groups for collaborative implementation
- Providing expert guidance and support such as policy review, template development, and linkages to subject-matter experts
- Coordinating shared industry, public and stakeholder engagement, including through the creation of template outreach materials, social media and web content
- Fiscal management and procurement as outlined above

CEA will compile annual implementation progress reports utilizing our upcoming Climate Action Dashboard as well as reflections from the elected and staff working groups.

Climate Leadership Plan Completion

We understand that Alderhill has been contracted to conduct engagement with First Nations and then create an engagement summary from the First Nations engagement. CEA is well positioned to support Alderhill with Plan completion should that be desired by the Steering Committee. There are various options for the scope of the Plan, from a light-touch that would involve compiling and summarizing the engagement results and updating the Goals document through to a full plan with inventories, modelling, and action prioritization. CEA can draft a separate scope for assisting with the completion of the Plan if desired by the Steering Committee and we look forward to collaborating with Alderhill and the UVic team of researchers.

Secretariat Fees

CEA brings existing funding resources to support most of the convening duties. The role of the secretariat can be scaled up and down as the project requires and will increase during the implementation phase. In year one it is estimated that the costs will be approximately $50,000. CEA has $25,000 in existing funding to put towards this work. CEA would be responsible for working with the steering committee to fund plan implementation and help to secure match funding to support the work as it scales.

Thank you!

Thank you for the opportunity to support the Vancouver Island and Coastal Communities Climate Leadership Plan, from plan completion through to multi-year implementation to 2030. We congratulate the Steering Committee on the successful collaboration to date, including with the UVic team, high local government participation, the youth summit, and engaging Alderhill for First Nations engagement. We look forward to working with you to accelerate collaborative and impactful implementation in the years ahead during this decade of climate action.

Sincerely,

Maya Chorobik
Director of Climate Leadership
Community Energy Association
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September 1, 2022

Dear Regional District Board Chair,

I write in support of the Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) on behalf of a team of researchers from the University of Victoria. We have been involved with VICC-CLP since its outset, participating in Steering Committee meetings and conducting research in support of the process. Our involvement was sparked and has been sustained by how innovative and important we feel the planning process is, and the potential we believe it has to galvanize collaborative climate action at a time when we so desperately need it. The project itself also offers an excellent example of and model for community-university collaboration towards solving pressing contemporary challenges.

We were initially drawn to VICC-CLP to explore its potential to help address the fundamental unevenness in capacity to develop and implement effective climate action across diverse and varied communities, including especially Indigenous and rural communities. There is evidence of the effectiveness of regional-scale climate planning in European contexts, but it is not an approach that has been attempted in Canada: the VICC-CLP offered the potential to explore whether and how such an approach might support or even catalyze climate action in our region.

Developing a shared vision for climate action at a regional scale has the potential not only to facilitate the sharing of resources and to help build capacity for communities to respond to the climate crisis, but also to empower the differentiated contributions each can make to building a resilient and climate-friendly region. Engaging seriously at a regional scale reveals the limitations of “one size fits all” solutions in relation to communities with different histories, economic and social structures, and geographical characteristics, and opens conversation about how these differences can enable supportive relationships that facilitate resilience across the region more widely.

An awareness of this potential, but also of the uniqueness of this region and planning context, led us to offer our support and research capacity to the VICC-CLP. Our contributions began with a territorial analysis of the region, highlighting both distinctiveness and points of commonality in the social, political, ecological and economic realities faced by communities in the region. This was followed by a survey of local governments to better understand current climate mitigation and adaptation goals and priorities, as well as barriers to more effective climate action. Throughout this research, we were able to engage students deeply into the research process, allowing them to build skills and understanding of the preconditions for and dynamics of climate action.

Following this, we engaged a wider range of students to help design, facilitate and participate in both the Resilience Summit and Youth Summits, again offering vital experience to our students while at the same time embedding their voices and contributions into the process. In this way, participation in the VICC-CLP process has helped build the skills and capacities of young people who will be grappling with these challenges for the duration of their working lives. It has also engaged them in collective action with others, helping to counteract feelings of hopelessness and despair that so many youth—and others—struggle within these times.

We are now at a crucial point in this process: many people from across the region have invested their time and energy to explore potentials for climate action as well as to articulate their hopes and priorities; it is now essential that we continue the important work by integrating these conversations and offering back to their communities a coherent framework for collaboration.

Precisely because this framework will be somewhat unconventional—cutting across jurisdictions and scales of governance, as well as connecting diverse communities through shared values, priorities and commitments—it has unique potential to catalyze adaptation and mitigation efforts. It will offer opportunities for citizen and government involvement through pathways that are currently underutilized but that have tremendous potential for mobilizing co-benefits, while also highlighting the distinctive contributions communities are making and that can be enhanced. It will be built on and seek to support existing efforts, using their momentum to draw in a wider range of actors and offer solutions to those who currently lack the capacity to build these from the ground up.

Through our own research, our experiences with our students and in the Summits and ongoing engagement, it is clear that this process has already had important impacts: it has engaged new people into conversations about climate action, has built understanding within and across the region, has responded to and enhanced a broad and deep desire for more ambitious climate action, and has brought new opportunities and priorities for mitigation and adaptation to light. Perhaps most importantly, it has connected people from different parts of the region into shared conversations, building understanding across difference and responding to a broad and deep desire for more ambitious and more effective climate action. However, the real benefits will emerge when we are able to return to those who have engaged, and to communities more broadly, and offer them a vision and plan that helps them to see how their own communities can make meaningful and distinctive contributions to mitigation and adaptation.

We intend to continue our involvement with this process, and strongly urge you to offer the support needed to deliver on its potential. Please do not hesitate to be in touch if we can be of any further assistance.

With best wishes,

Dr. Kara Shaw, Associate Professor, School of Environmental Studies
shawk@uvic.ca

On behalf of the UVic team:
Dr. Astrid Brousselle, Professor and Director, School of Public Administration
Dr. Tamara Krawchenko, Assistant Professor, School of Public Administration
Dr. Katya Rhodes, Assistant Professor, School of Public Administration
Dr. Tara Ney, Associate Professor, School of Public Administration
+ numerous graduate and undergraduate students

NEWS RELEASE

For Immediate Release
2022ENV0028-000761
May 16, 2022

Ministry of Environment and Climate Change Strategy

B.C. launches new program to accelerate local climate action

NORTH VANCOUVER – Stronger collaboration, planning and action to reduce climate pollution and build protection for local communities will result from the new CleanBC Local Government Climate Action Program.

The program will provide predictable, stable funding for municipalities, regional districts and Modern Treaty Nations to accelerate local climate projects and build a better future for people in their communities.

“We’re working with local leaders to address the climate crisis and create new opportunities for people in the clean economy with more funding support,” said George Heyman, Minister of Environment and Climate Change Strategy. “Local communities have been leaders in the fight against climate change, and this new program will accelerate their actions to cut pollution and build more resilient communities for everyone. We’ve listened to local leaders and designed a program that responds to their community priorities with funding they can count on each year.”

Through Budget 2022, the Province provided $76 million over three years for the Local Government Climate Action Program. Funds will be distributed to eligible governments based on each community’s population and a base amount. Participating governments will be required to show funds have been invested in projects that support the objectives of the CleanBC Roadmap to 2030 or the Climate Preparedness and Adaptation Strategy.

“Our local government partners are facing the impacts of climate change head on,” said Nathan Cullen, Minister of Municipal Affairs. “They are also on the leading edge of climate action, building resilient communities and are preparing for the future. This new program will help communities of all sizes build a cleaner, better future for people across B.C.”

The Local Government Climate Action Program was designed considering input from local governments, the Union of B.C. Municipalities (UBCM), Modern Treaty Nations and the independent Climate Solutions Council.

“Local governments have led the way on climate action and this new provincial program will help municipalities further strengthen their work building cleaner, more resilient communities,” said Laurey-Anne Roodenburg, president of UBCM and councillor for the City of Quesnel. “By working together with the Province, we’ve helped make sure local government priorities are reflected in the design of this new program.”

To be eligible, participating governments are required to sign on to the B.C. Climate Action Charter, complete a number of reporting requirements and demonstrate matching funding or in-kind contributions for local climate initiatives equal to 20% of their provincial allocation.

The CleanBC Roadmap is the Province's plan to expand and accelerate climate action by building on the province's natural advantages – abundant and clean electricity, innovative technology and highly skilled workforce. It sets a path for increased collaboration to build a British Columbia that works for everyone.

Learn More:

To learn more about the Local Government Climate Action Program, visit: www.gov.bc.ca/local-government-climate-action-program

To read the CleanBC Roadmap to 2030, visit: www.cleanbc.ca

A backgrounder follows.

Contact:

Ministry of Environment and Climate Change
Strategy
Media Relations
250 953-3834

BACKGROUNDER

For Immediate Release
2022ENV0028-000761
May 16, 2022

Ministry of Environment and Climate Change Strategy

What people are saying about the Local Government Climate Action Program

Linda Buchanan, mayor, City of North Vancouver –

"The effects of climate change are increasingly clear as we experience more extreme weather events. These challenges require all levels of government to redouble their efforts in building a low-carbon and sustainable future. The Local Government Climate Action Program will support communities of all sizes as they invest in green infrastructure that will reduce greenhouse gas emissions, while also improving social and economic outcomes for people. I thank the Province for this investment as it will provide local governments the means to create better communities for generations to come."

Arjun Singh, councillor, City of Kamloops; member of Climate Solutions Council –

"This new climate program will be an important resource for the City of Kamloops to help implement our climate action plan to move away from fossil fuels toward a cleaner future with better infrastructure and amenities for everyone in our community. I'm pleased to see the Province listened to local governments and my fellow members on the independent Climate Solutions Council in designing the program so communities big and small benefit."

Toni Boot, mayor, District of Summerland; member of Climate Solutions Council –

"The District of Summerland is very pleased with the new Local Government Climate Action Program and the $76 million in funding over three years in Budget 2022. Summerland employs a full-time climate-action staff person and annually allocates monies for climate initiatives. In September 2021, we received the Community Energy Association's Climate and Energy Action Award in the Corporate Operations category. The award recognizes the district's leadership in moving from planning to implementation in the climate-action space. It's through our previous collaborations with the Province and this new program that this work is made possible."

Lisa Helps, Mayor, City of Victoria –

"Local governments are key partners in the Province delivering on the ambitious objectives of CleanBC. This funding will assist local governments to continue to take bold climate action. It will also enable collaboration among local governments like the work we have been doing through the Vancouver Island and Coastal Communities Climate Leadership Plan steering committee, allowing large and small, rural and urban local governments to work together and to work with First Nations. This funding will help advance that work."

Leonard Krog, mayor, City of Nanaimo –

"The new Local Government Climate Action Program is a welcome addition to help

municipalities like Nanaimo build on the climate actions we've taken so far to improve our community infrastructure, drive down emissions and create new opportunities for people in the clean economy. The new program will provide a stable source of funding to support future planning and action as we work to meet our emissions targets and prepare for future climate impacts."

Brian Frenkel, councillor, District of Vanderhoof –

"The Local Government Climate Action Program funding will build capacity in small and rural local governments throughout B.C., to help showcase innovative new technologies, and support community-based climate action leadership. The new fund will provide important funding to secure stronger action and collaboration across governments to help rural communities reduce emissions and respond to their own local climate impacts."

Lori Ackerman, mayor, Fort St. John –

"If there is a community that understands energy from creation to consumption, it's ours. Fort St. John is a leader in reducing emissions and responding to climate impacts in our community where a real impact can be achieved. Over the past several years, we have initiated innovative projects that create energy, reduce emissions and leave a lighter footprint. The Local Government Climate Action Program will enable us to continue to invest in projects and showcase real action on the ground, in the community where we live, work and play."

Linda Worley, chair, Regional District of Kootenay Boundary (RDK) –

"The RDKB is delighted that the Province is launching its new Local Government Climate Action Program and providing continued financial support for local governments to help reduce emissions and respond to climate impacts. The RDKB is committed to climate action and working with its communities to mitigate, adapt and prepare for climate change. We've taken a range of actions, from supporting electric vehicle infrastructure to implementing a region-wide organics-diversion strategy that included rural residents. These projects allowed the RDKB to successfully reduce greenhouse gas emissions by 45% when compared to 2012 emissions."

Dale Littlejohn, executive director, Community Energy Association –

"Congratulations to the Government of B.C. for what might be the most strategic support for local climate action in more than a decade. Local governments influence about half the emissions in B.C., and this support comes at a critical time, as many communities work to cut those emissions in half this decade. The speed and scale of these reductions and regional nature of many solutions necessitates cross-community collaboration, particularly for capacity-constrained small communities. This program can provide the spark for large-scale and collaborative actions in every corner of the province in partnership with the Province."

Contact:

Ministry of Environment and Climate Change
Strategy
Media Relations
250 953-3834

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ERM 22-31

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 28, 2022

SUBJECT **Award of Contract ERM2022-006 – Curbside Collection of Packaging and Printed Paper**

ISSUE SUMMARY

To seek direction with respect to awarding a new six-year contract for the provision of residential curbside blue box recycling service beginning January 1, 2024 and ending December 31, 2029.

BACKGROUND

At its meeting of June 8, 2022, the Capital Regional District (CRD) Board passed a motion directing staff to issue a Request for Proposals (RFP) for a six-year contract for Board approval to provide residential curbside blue box collection from January 1, 2024 to December 31, 2029, with language to incent the provision of low or zero emission vehicles. Staff issued an RFP in July 2022 (see Appendix A) that closed September 12, 2022, with two submissions being received: one from Halton Recycling Limited doing business as Emterra Environmental (the incumbent contractor) and the other from GFL Environmental Incorporated (GFL).

Both proposals have been reviewed by an evaluation team and staff recommend that the work be awarded to GFL. This is in recognition of the fact that, to provide curbside collection using the current collection configuration, GFL is:

- offering a lower annual service fee compared to Emterra
- proposing to use 25 collection trucks as compared to 16 proposed by Emterra
- proposing to use 23 trucks fuelled by compressed natural gas and two all-electric powered trucks

The 25 collection trucks proposed by GFL is an appropriate-sized fleet to reliably service the region, including future growth. GFL's proposal meets the requirements of the RFP, and is free from errors. Awarding the contract now will provide sufficient time for collection vehicles to be ordered, manufactured and delivered in time to begin service in January 2024.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That staff be directed to enter into a six-year contract with GFL Environmental Incorporated to provide residential curbside blue box collection from January 1, 2024 to December 31, 2029; and,
2. That the Chief Administrative Officer be authorized to execute the contract and do all things incidental to finalizing the agreement.

Alternative 2

That staff be directed to enter into a six-year contract with Emterra Environmental to provide residential curbside blue box collection, from January 1, 2024 to December 31, 2029.

IMPLICATIONS

Environmental & Climate Implications

The proposed use of compressed natural gas and electric powered vehicles by GFL under Alternative 1 aligns with the Board's desire to utilize low or zero emission vehicles. Moreover, the proposed use of two all-electric trucks will help to confirm their viability and result in their broader use.

The collection fleet proposed by Emterra Environmental under Alternative 2 would be fuelled by compressed natural gas, with lower emissions when compared to a standard diesel powered fleet.

Financial Implications

The annual cost for the provision of blue box service under Alternative 1 is $8.3 million in 2024, approximately 47% higher than the per unit rates secured in 2017, and Alternative 2 is similarly priced. Service expectations and inflationary pressures have resulted in significant cost increases in fuel, labour and collection trucks that are the primary cost elements of this service. This will increase program costs by approximately $2.7 million annually beginning in 2024, and any portion not covered by Recycle BC funding will be funded by CRD Environmental Resource Management's budget.

As the BC Recycling Regulation requires that stewards pay the full cost of their recycling programs, it is expected that the increased costs will be recovered from payments received by Recycle BC. Recycle BC will be conducting a review of its collection compensation rates, with CRD staff participation, and will be reviewing the results of this RFP as part of that process. However, as the review may not be complete by the start of the new collection contract, it is probable that, in 2024, the CRD will have to bear the difference in the new contract cost and the compensation paid by Recycle BC, which could total up to $2.6 million. Despite this fact, Recycle BC has previously demonstrated good faith in increasing rates and has stated its intention to further adjust rates in accordance with service delivery costs.

The rate offered by GFL under Alternative 1 is subject to an annual Consumer Price Index (CPI) adjustment. This CPI adjustment would be calculated using the same formula used by Recycle BC for its contracts where it provides collection service directly in communities where local government is not involved in collection. GFL is prepared to forego any increases in compensation that would result from increases in payment rates paid by Recycle BC to the CRD, in favour of the CPI adjustment. Understanding that Recycle BC will be using an approach that is similar to the CPI calculation to determine payment increases to the CRD, staff have determined that the CPI adjustment calculation that the CRD would be obligated to provide GFL would be comparable to the payment adjustments that Recycle BC will be providing to the CRD.

The RFP solicited other collection options, including the use of wheeled totes, but the proposals received for such service were significantly more expensive than the current collection configuration.

Service Delivery Implications

As a result of recent service delivery challenges, the new curbside collection contract has been modified and contains clauses that allow the CRD to levy significant monetary penalties for non-performance, to have the right to correct deficiencies, as well as requiring a business continuity plan to ensure that services continue under extraordinary circumstances, such as a pandemic.

The CRD's current curbside collection contract is based on 18 collection trucks. Vehicle reliability and driver availability, along with other pandemic related factors, have substantially impacted curbside collection service levels under the current contract.

Alternative 1 proposes 25 collection trucks, 50% more than the current contract. Alternative 2 proposes 16 trucks, 10% less than the current contract.

It is anticipated that the increase collection capacity under Alternative 1, along with the changes to the collection contract, will result in substantial improvements in curbside service delivery.

CONCLUSION

In June 2022, the Capital Regional District (CRD) Board passed a motion directing staff to issue a Request for Proposals (RFP) for a six-year contract that included language to incent the provision of low or zero emission vehicles to provide residential curbside blue box collection, from January 1, 2024 to December 31, 2029. The RFP was issued in July 2022 and closed in September, with two proposals being received—one from Emterra Environmental and one from GFL Environmental Incorporated (GFL). Having reviewed the two proposals, staff recommend that the CRD enter into a contract with GFL Environmental to provide residential curbside blue box collection beginning January 1, 2024. The collection fleet being proposed by GFL would include 23 trucks powered by compressed natural gas and two all-electric collection trucks.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That staff be directed to enter into a six-year contract with GFL Environmental Incorporated to provide residential curbside blue box collection from January 1, 2024 to December 31, 2029; and,
2. That the Chief Administrative Officer be authorized to execute the contract and do all things incidental to finalizing the agreement.

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 – Capital Regional District Curbside Collection – Request for Proposals

ProposalRequest

Making a difference...together

PARKS & ENVIRONMENTAL SERVICES DEPARTMENT
ENVIRONMENTAL RESOURCE MANAGEMENT DIVISION

Request for Proposal

RFP No. ERM2022-006

Curbside Collection of Packaging and Printed Products

July 2022

CAPITAL REGIONAL DISTRICT

Request for Proposal

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PART 1

INSTRUCTIONS TO PROPONENTS

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSAL
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS

RFP NO. ERM2022-006

PART 1 - INSTRUCTIONS TO PROPONENTS

1. General Information

1.1. Definitions

As set out in Part 3 – Statement of Work and Part 5 – Contract Services Agreement, in addition to the following:

"Capital Region" means, but is not limited to, the Geographical Collection Area.

"**Closing Time**" has the meaning set out in Section 1.4;

"**Collection Services**" has the meaning set out in Part 3 – Statement of Work, of the RFP;

"**CRD**" or "**Owner**" means Capital Regional District or Owner;

"Geographical Collection Area" or **"Geographical Area"** or **"Collection Area"** or "**Service Area**" means the Saanich Peninsula, the Core Area, the West Shore, the District of Oak Bay and the First Nations lands within these areas, and as listed in Attachment 2.6, and illustrated in Attachment 3.3 of Part 3 – Statement of Work for Collection Services.

"**Information Meeting**" has the meaning set out in Section 1.8;

"Packaging and Printed Products" and **"PPP"** has meaning as set out in in Attachment 3.2 of Part 3 – Statement of Work for Collection Services.

"**Preferred Proponent**" means the Proponent selected by the CRD to enter into negotiations for a Contract;

"**Proponent**" means an entity that submits a Proposal;

"**Proposal**" means a proposal submitted in response to this RFP as set out in Section 1.6;

"Recycle BC" means the stewardship agency that is responsible for the management of residential packaging and printed products in BC.

"**RFP**" means this Request for Proposals, which includes: Part 1 – Instructions to Proponents; Part 2 – Form of Proposal; Part 3 – Statement of Work for Collection Services; Part 4 – Payment for Collection Services; and Part 5 – Contract Services Agreement.

"Services" means those services set out in Paragraph 1.3 and Part 3 – Statement of Work for Collection Services of this RFP.

1.2. Background

The CRD has provided residential blue box curbside recycling collection services to the residents of the capital region since 1989, and currently contracts with Recycle BC to provide residential curbside Packaging and Printed Products (PPP) collection services on its behalf. The collection work is contracted to private firms and Halton Recycling Limited dba Emterra Environmental is the current collection service provider and its contract expires on December 31, 2023.

The purpose of this RFP is to solicit proposals from interested firms for the provision of residential PPP curbside collection services in the capital region following the expiration of the

CRD's current contract with Emterra Environmental, for a term of six (6) years beginning January 1, 2024 and ending midnight on December 31, 2029.

1.3. Request for Proposals

The CRD requests detailed proposals from interested parties (the "Proponents") in accordance with these Proposal Documents (CRD, RFP No. ERM2022-006), as set out in Section 1.6.

The proposals will be evaluated for the selection of a Contractor with the intent of entering into a Contract Service Agreement (the "Contract") with one Proponent to provide residential curbside PPP collection services, and ancillary services, described in the RFP. These services include but are not limited to:

- Collection of PPP at curbside from residential customers including converted single-family dwellings (buildings) with secondary suites and buildings with up to four suites;
- Delivery of collected PPP to a Designated Post Collection Service Provider (processor);
- Accurate recording and reporting of collection system metrics;
- Provision of customer service; and
- Support for resident education services.

The Geographical Collection Area for which the services are to be provided and estimated curbside households to receive collection services, is listed in Attachment 2.6, Schedule 2.6.1 of Part 2 – Form of Proposal.

A Contract will not necessarily result from this Request for Proposal ("RFP").

1.4. Closing Time and Date for Submission of Proposals

The CRD will accept three (3) copies of each proposal, in accordance with the instructions contained herein, at the following specific physical location:

Attention: Russ Smith
Senior Manager, Environmental Resource Management
Parks & Environmental Services Department

Address: Capital Regional District
625 Fisgard Street
Victoria, BC, V8W 2S6
Fax: 250-360-3270

On or before the following date and time (the "Closing Time"):

Time: 10:00 a.m. [PST]
Date: 9 September 2022

CRD reserves the right to extend the Closing Time at its sole discretion.

Proposals must not be sent by fax or electronically.

There will be no public opening of the Proposal. Only the names of Proponents that submitted a Proposal will be disclosed.

1.5. Not a Tender

This is a Request for Proposal and not a Tender call.

1.6. Proposal Documents

Each Proponent will ensure it provides its correct name, address, email address, telephone number and facsimile number to the CRD at the time Proponent receives a set of Proposal Documents.

Failure to return the attached Receipt Confirmation Form (Attachment 1.1 attached hereto) to the CRD Representative within five (5) days of receiving the Proposal Documents may result in no further communication regarding this RFP.

Please use and reference RFP No. ERM2022-006 on all correspondence.

Proponents are advised to read and respond appropriately to all sections of the RFP.

Incomplete proposals may be rejected at the sole discretion of the CRD.

1.7. Inquiries

All inquiries related to this RFP, including whether or not the Contract has been awarded, should be directed in writing to the person named below (the "CRD Representative"). Information obtained from any person or source other than the CRD Representative may not be relied upon.

Name: Tom Watkins
Address: 625 Fisgard Street
Telephone: 250.360.3197
Fax: 250.360.3047
Email: twatkins@crd.bc.ca

Inquiries should be made no less than five (5) days prior to Closing Time. The CRD reserves the right not to respond to inquiries made less than five (5) days prior to Closing Time. Inquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the CRD.

Proponents finding discrepancies or omissions in the Contract or RFP documents, or having doubts as to the meaning or intent of any provision, should immediately notify the CRD Representative. If the CRD determines that an amendment is required to this RFP, the CRD Representative will issue a written addendum to Proponents. No oral conversation will affect or modify the terms of this RFP or may be relied upon by any Proponent.

1.8. Information Meeting

An information meeting will be hosted by the CRD Representative to discuss the CRD's requirements under this RFP as follows:
Date: Tuesday, 9 August 2022
Time: 11 am (PST)
Location: Microsoft Teams

1.9. Addenda

If the CRD determines that an amendment is required to this RFP, the CRD will issue a written addendum to all Proponents of record that will be incorporated into and become a part of this RFP. Failure to acknowledge, address and include all addenda in a Proposal may render the Proposal invalid.

1.10. Late Proposals

Proposals received after the Closing Time will not be accepted or considered. Delays caused by any delivery, courier or mail service(s) will not be grounds for an extension of the Closing Time. Proposals received after the Closing Time will be returned unopened to Proponent.

1.11. Amendments to Proposals

Proposals may be revised by written amendment, provided they are delivered to the location set out in Section 1.4 prior to Closing Time. An amendment must be signed by an authorized signatory of Proponent in the same manner as provided by Section 2.3, and be included with Proponent's Proposal Submission. Fax amendments are permitted, provided they are received by the CRD's fax machine prior to the Closing Time, but such fax amendments may show only the change to the proposal price(s) and in no event disclose the actual proposal price(s). A Proponent bears all risk that the CRD's fax equipment functions properly so as to facilitate timely delivery of any fax amendment. All faxed amendments should be sent to the CRD fax number listed in Section 1.4.

1.12. CRD's Right to Modify Terms and Negotiate

The CRD, at its sole discretion, reserves the right to modify the terms of the RFP at any time before the Closing Time. The CRD also reserves the right following the Closing Time, and in accordance with the terms of this RFP, to negotiate with one or more Preferred Proponents any modification or variation of the terms of the RFP, including any of the documents referred to in the definition of "Contract" herein or any modification or variation of the terms of any Proposal, including price, that the CRD considers to be in its best interests. For certainty, and without limiting the foregoing, the CRD may, for the purpose of entering into a Contract with any Proponent, amend the description of the required work included in this RFP so that it accurately reflects the services to be provided by Proponent.

1.13. Examination of RFP Documents and Collection Areas

Each Proponent will be deemed to have carefully examined and understood the requirements and limitations of the RFP, including Parts 1, 2, 3, 4 and 5 (as applicable) prior to preparing and submitting a Proposal, with respect to any and all facts which may influence the decision to prepare and submit a Proposal.

1.14. Confirmation of Receipt Form

Included herein as Attachment 1.1.

2. Proposal Submission Form and Contents

2.1. Package

Each Proposal must be submitted using a two-envelope process. One envelope must contain Proponent's Form of Proposal and Attachments 2.1 to 2.5 and be clearly marked "Technical Proposal." The other envelope must contain Attachment 2.6, Proponent's Schedule of Prices, and be clearly marked "Financial Proposal." Proposals must be in a sealed package and marked on the outside with Proponent's name, title of the Project and RFP number.

2.2. Form of Proposal

Proponents must submit their Proposal in accordance with the instructions set out in Part 2 - Form of Proposal, including Attachments 2.1 to 2.6.

2.2.1 Proposal Validation

Proponents are asked to specify in Attachment 2.1 of Part 2 – Form of Proposal with this RFP the period of time that their Proposal will be valid for.

2.2.2 Insurance

Proponents are asked to name on Attachment 2.2 of Part 2 – Form of Proposal, the Guarantor(s) the Proponent proposes to use to address the requirement of Section 12.1 of Part 5 – Contract Services Agreement.

2.2.3 Performance Security

Proponents are asked to list on Attachment 2.3 of Part 2 – Form of Proposal, the Guarantor(s) the Proponent proposes to use to address the requirement of Section 12.2 of Part 5 – Contract Services Agreement.

2.3. Signature

The Proposal should be signed by a person authorized to sign on behalf of Proponent and include the following:

(a) If Proponent is a corporation, then the full legal name of the corporation should be included, together with the names of the authorized signatories. The Proposal should be executed by all of the authorized signatories or by one or more of them provided that a copy of the corporate resolution authorizing those persons to execute the Proposal on behalf of the corporation is submitted.

(b) If Proponent is a partnership or joint venture, then the legal name of the partnership or joint venture and the name of each partner or joint venturer should be included, and each partner or joint venturer should sign personally (or, if one or more person(s) having signing authority for the partnership or joint venture should provide evidence to the satisfaction of the CRD that the person(s) signing have signing authority for the partnership or joint venture). If a partner or joint venturer is a corporation, then such corporation should sign as indicated in subsection (a) above.

(c) If Proponent is an individual, including sole proprietorship, the name of the individual should be included.

3. Evaluation and Selection

3.1. Evaluation Team

The evaluation of Proposals will be undertaken on behalf of the CRD by the Evaluation Team. The Evaluation Team may consult with others, including CRD staff members, third party consultants and references, as the Evaluation Team may, in its sole discretion, decide is required.

3.2. Evaluation Criteria

Proponent is required to submit details of its previous experience with the type of work proposed, and demonstrate its proven ability to carry out the Collection Services as specified in the RFP. No award will be made to any Proponent that cannot give satisfactory assurance as to its ability to carry out Collection Services, by reason of its financial resources and credit worthiness, and by reason of its previous experience as a Proponent on work of a similar nature to that contemplated in the Contract Services Agreement.

The evaluation process will consist of two parts: a Technical Evaluation and a Financial Evaluation. Proponents will submit two envelopes: the first envelope containing the technical criteria and the second envelope containing the financial criteria. Only Proposals that first pass the technical evaluation as outlined in Section 3.3(a) will be eligible to continue to the financial evaluation level.

The lowest cost Proposal will not necessarily be accepted. The CRD reserves the right in its absolute discretion to accept the Proposal that it deems most advantageous and favourable in the interests of the CRD. The CRD may, in its sole discretion, waive informalities in or reject any or all Proposals.

Proposals that contain qualifying conditions or otherwise fail to conform (non-conforming) to these Instructions to Proponents may be disqualified or rejected. The CRD however may, at its sole discretion, reject or retain for consideration Proposals which are non-conforming because they do not contain the content or form required by these Instructions to Proponents or because they have not complied with the process for submission set out herein.

Evaluation Criteria

(a) Technical Criteria – The technical evaluation process will consider Proponent's experience, reputation, resources and method as applicable to the performance of the Collection Services. Proponents shall include:

- a brief description of Proponent’s current business;
- the average number of persons Proponent expects to employ and maintain on the Work;
- the name of the superintendent/manager that Proponent proposes to place on the project **and** his/her previous experience on this type of operation;
- identification of key personnel who will be responsible for the Collection Services, together with a description of the responsibilities and current workload such personnel will have in the performance of the Collection Services and a description of the relevant experience of such personnel indicating whether the personnel are to be employed full-time or part-time;
- identification of subcontractors, if any, that Proponent intends to use for the performance of the Collection Services, a description of the portion of the Collection Services proposed to be subcontracted, and a description of the relevant experience of the subcontractor (any changes or additions to this list and the portion of the Work

to be subcontracted must be submitted to the Manager for approval before subcontracting the Collection Services);

- a summary of similar relevant contracts entered into by Proponent in which Proponent performed services comparable to the Collection Services, including contract value, duration and date of performance;
- references for the contracts/projects identified above, including the owner's name, address and a contact person;
- a brief narrative that illustrates Proponent's understanding of CRD's requirements for the performance of the Collection Services;
- a description of the general approach and methodology that Proponent would utilize in performing and managing the Collection Services;
- any suggested amendments to the Collection Services as described in Part 3 – Statement of Work (such as changes in the scope of Collection Services, or changes in allocated risks and responsibilities) that Proponent suggests would be of benefit to the CRD in terms of value for money, cost savings, environmental benefits or other benefits;
- a description of the approach and steps that Proponent would take to continue and/or transition the current Collection Services so as to minimize any disruption in and complaints regarding the Collection Services;
- a descriptive list of Proponent's vehicles to be made available for the performance of the Collection Services, including ages (if not new), fuel types, fuel efficiency ratings, ergonomics and maintenance schedule (please note, it is a requirement of the Contract Services Agreement that vehicles be 2018 models or newer);
- an outline of the proposed scheduling and routing that Proponent would use to carry out the Collection Services;
- a brief outline of how Proponent would propose to purchase, assemble and distribute Totes to residences within the Collection Areas, both at the commencement of the Work, and for new customers if and when they were to become part of the Collection Services program;
- a brief outline of how Proponent would propose to distribute replacement Blue Boxes and Reusable Bags, and for new customers if and when they require replacing;
- a breakdown of Proponent's energy consumption tracking as per the suggested service options which would be used to estimate carbon emissions resulting from this Contract Services Agreement;
- a description of any current or future planned measures that Proponent will endeavour to implement during the course of the contract to reduce fuel consumption, energy use and associated Greenhouse Gas emissions; and
- a description of any other current or future planned positive environmental and social measures that Proponent will endeavour to implement during the course of the contract, which could include information on environmental initiatives, procurement policies, employee attraction/retention practices, community involvement and safety practices.

(b) Financial Criteria – The financial evaluation criteria will be analysed for the best overall value to the CRD. Please provide:

- completed Schedule of Prices Option Sheets, including unit prices for any suggested amendments/alternatives to the scope of the Collection Services.

3.3. Evaluation Process

The evaluation process will consist of two parts; a technical evaluation and a financial proposal. Proponents will submit two clearly marked envelopes: Envelope No. containing the Technical Proposal as outlined in Part 2 – Form of Proposal, Attachments 2.1, 2.2, 2.3, 2.4, and 2.5 and Envelope No. 2 containing the Financial Criteria as outlined in Part 2 – Form of Proposal, Attachment 2.6. Only Proposals that pass the technical evaluation will be eligible to continue through to the financial evaluation level. There will be no public opening.

(a) Technical Evaluation (Pass/Fail)

- Proponents' envelopes marked 'Technical Proposal' will be opened first, before any Financial Proposals are opened, and evaluated out of a total technical score of 600 points against the evaluation grid outlined in Table 1 which follows.
- Each Technical Proposal will be evaluated on the basis of the firm's experience, competence of its personnel and acceptability of the method proposed.
- A firm's Technical Proposal shall be qualified only if it complies with all requirements contained in the RFP.
- Only Proposals with technical scores within 25% of the maximum total technical score of 600 will pass and will have Financial Proposal opened and evaluated. All other Financial Proposals will be returned unopened. The only exception is when the Proposal of the second highest scoring firm is more than 25% below the total technical score and still technically qualified. In such a case, the second ranked firm would have its Financial Proposal opened.

Table 1: Technical Evaluation Form

Evaluation Criteria	Points
The Firm • General experience • Experience with similar projects	 100 100
Total Firm	200
The Personnel Program Manager • Experience in similar projects • Expertise in specified areas • Qualifications of Program Manager • Local knowledge Program Team, including Subcontractors • Expertise in similar projects • Expertise in specified areas • Qualifications of team members • Local knowledge	 30 20 15 10 30 20 15 10
Total Personnel	150
The Method • General approach • Proposed team organization • Roles/responsibilities definition • Proposed list of activities • Work Plan – Methodology • Environmental and Social Measures • Quality of presentation • Proposed level of effort	 20 10 10 50 60 60 15 25
Total Method	250
Total Technical Score	600
Minimum Score Required to Pass	450

(b) Financial Evaluation

- Envelopes marked 'Financial Proposal' from Proponents who have passed the technical evaluation process will be opened next.
- The financial evaluation will be applied on a comparative basis, by comparing one Proponent's Financial Proposal to another Proponent's Financial Proposal under this RFP.

The evaluation process will be conducted solely at the discretion of the CRD, and the CRD may decide to utilize criteria in the review of Proposals other than those set forth above and, in particular, the price to carry out the Collection Services is not the only or primary criterion which will be utilized by the CRD. The CRD reserves the right to make inquiries regarding any or all Proponents.

The CRD reserves the right, at its discretion, to negotiate with any Proponent that the CRD believes has the most advantageous Proposal, or with any other Proponent or Proponents concurrently. In no event will the CRD be required to offer any modified terms to any other Proponent prior to entering into a contract with the successful Proponent or Proponents, and the CRD shall incur no liability to any other Proponent as a result of such negotiations or modifications.

In all cases, the CRD reserves the right to cancel the RFP and call for new Proposals.

3.4. Litigation/Default

In addition to any other provision of this RFP, the CRD may, in its absolute discretion, reject a Proposal if Proponent, or any officer or director of Proponent submitting the Proposal, is or has been engaged directly or indirectly in a legal action against the CRD, its elected or appointed officers, representatives or employees in relation to any matter.

In determining whether or not to reject a Proposal under this section, the CRD will consider whether the litigation is likely to affect Proponent's ability to work with the CRD, its contractors and representatives and whether the CRD's experience with Proponent indicates that there is a risk the CRD will incur increased staff and legal costs in the administration of the Contract if it is awarded to Proponent.

The CRD reserves the right to reject any Proposal of a Proponent that owes, or whose principals owe, monies to the CRD at the time of submitting its Proposal.

3.5. Additional Information

The Evaluation Team may, at its discretion, request clarifications or additional information from any Proponent with respect to any Proposal. The Evaluation Team may consider such clarifications or additional information in evaluating a Proposal.

3.6. Interviews

The Evaluation Team may, at its sole discretion, invite some or all of Proponents to appear before the Evaluation Team to provide clarifications of their Proposals. In such event, the Evaluation Team will be entitled to consider the answers received in evaluating Proposals.

3.7. Multiple Preferred Proposals

The CRD reserves the right and discretion to select one or more Preferred Proponents to enter into discussions and/or negotiations with the CRD for a Contract to perform the Collection Services.

3.8. Negotiation of Contract and Award

If the CRD selects one or more Preferred Proponents, then it may enter into a Contract with a Preferred Proponent, or enter into discussions with the Preferred Proponent(s) to attempt to negotiate the terms of a Contract, and such discussions may include but are not limited to negotiating amendments to the scope of Collection Services and the Preferred Proponent's price(s).

If at any time the CRD reasonably forms the opinion that a mutually acceptable agreement is not likely to be reached within a reasonable time, the CRD may give the Preferred Proponent(s) written notice to terminate discussions, in which event the CRD may then either open discussions and/or negotiations with another Proponent or Proponents, or terminate the RFP and retain or obtain the Services in some other manner.

Proponents will be notified in writing when a Contract has been awarded.

4. General Conditions

4.1. No CRD Obligation

This RFP does not commit the CRD in any way to select a Preferred Proponent, or to proceed to discussions or negotiations for a Contract, or to award any Contract, and the CRD reserves the complete right to at any time reject all Proposals, and to terminate this RFP process for any reason.

4.2. Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing, submitting Proposals, and for any meetings, negotiations or discussions with the CRD or its representatives and contractors relating to or arising from this RFP.

4.3. No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no Contract of any kind is formed under, or arises from, this RFP prior to the signing of a formal written Contract.

4.4. Conflict of Interest

A Proponent shall disclose in its Proposal any actual or potential conflicts of interest and existing business relationships it may have with the CRD, its elected or appointed officials or employees. The CRD may rely upon such disclosure.

4.5. Solicitation of CRD Staff, Board Members, Contractors

Proponents and their agents shall not contact any member of the CRD Board, CRD staff or CRD contractors with respect to this RFP, other than the CRD Representative named in Section 1.7, at any time prior to entering into a Contract or the cancellation of this RFP.

4.6. Disclaimers/Limitations of Liability

Neither acceptance of a Proposal nor execution of a Contract constitute approval of any activity or development contemplated in any Proposal that requires any approval, permit or licence pursuant to any federal, provincial, regional or municipal statute, regulation or bylaw. It is the responsibility of Proponent to obtain such approval, permit or licence prior to commencement of the work under the anticipated Contract.

The CRD, its elected officials, appointed officers, employees, agents, contractors and volunteers expressly disclaim any and all liability for representations or warranties expressed, implied or contained in, or for omissions from this RFP package or any written or oral information transmitted or made available at any time to a Proponent by or on behalf of the CRD. Nothing in this RFP is intended to relieve a Proponent from forming its own opinions and conclusions in respect of this RFP.

The CRD, its elected officials, appointed officers, employees, agents, contractors and volunteers will not be liable to any Proponent for any claims, whether for costs, expenses, losses, damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by a Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP. By submitting a Proposal, each Proponent shall be deemed to have agreed that it has no right to make such claims.

4.7. Confidentiality

The RFP documents, or any portion thereof, and any other confidential information to which a Proponent may have access as a result of this RFP process, may not be used by a Proponent for any purpose other than submission of Proposals.

By submitting a Proposal, every Proponent agrees not to divulge, release or otherwise use any information that has been given to it or acquired by it from the CRD on a confidential basis as a result of or during the course of the RFP process.

4.8. Ownership of Proposals and Freedom of Information

Each Proposal submitted, as well as any other documents received from a Proponent, become the property of the CRD, and as such are subject to the *Freedom of Information and Protection of Privacy Act* ("FOIPPA"). FOIPPA grants a general right of access to such records, but also includes grounds for refusing the disclosure of certain information.

Proponents are asked to specifically identify information contained in their Proposal that is submitted on a confidential basis. Subject to any requirement for access under FOIPPA, the CRD will hold in confidence any such information received from a Proponent. However, the CRD specifically reserves the right to distribute information about any Proposal internally to its own directors, officers and employees, to its consultants and contractors where the distribution of that information is considered by the CRD to be necessary to its internal consultation process.

4.9. Time

The timing for the submission and receipt of Proposals and any addenda (amendments) thereto shall be determined by reference to the CRD local area network time.

4.10. Acceptance of Terms

The submission of a Proposal constitutes the agreement of Proponent that all the terms and conditions of this RFP are accepted by Proponent and incorporated in its Proposal.

ATTACHMENT 1.1 – RECEIPT CONFIRMATION FORM

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSAL

Curbside Collection of Packaging and Printed Products

RFP No. ERM2022-006

Please complete this form and return it within five (5) working days from receipt to:

Allison Chambers
Parks & Environmental Services
Capital Regional District
625 Fisgard Street, Victoria, BC V8W 2S6

Tel: (250) 360.3084 Fax: (250) 360.3047
Email: achambers@crd.bc.ca

Failure to return this form may result in no further communication regarding this RFP.

COMPANY: _____

ADDRESS: _____

CONTACT PERSON: _____

_____

PHONE: _____ **FAX**: _____ **EMAIL**: _____

I have received a copy of the above-noted Request for Proposal, and (check one item):

- ☐ we will be submitting a proposal
- ☐ we will NOT be submitting a proposal

SIGNATURE: _____

TITLE: _____

DATE: _____

PART 2

FORM OF PROPOSAL

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSALS
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS

RFP No. ERM2022-006

PART 2 – FORM OF PROPOSAL

PROPOSAL FORM

ATTACHMENT 2.1 – Proposal Validation

ATTACHMENT 2.2 –Liability Insurance Guarantor

ATTACHMENT 2.3 –Performance Security Guarantor

ATTACHMENT 2.4 – Proponent's Resources and Experience
- 2.4.1 Description of Current Business and Understanding of CRD Requirements
- 2.4.2 Description of General Approach and Methodology
- 2.4.3 Organizational Chart
- 2.4.4 List of Supervisory Personnel
- 2.4.5 List of Previous Work of Similar Nature
- 2.4.6 List of Equipment
- 2.4.7 Schedule of Force Account Rates
- 2.4.8 Capital Assets Purchased by Proponent
- 2.4.9 List of Proposed Equipment Suppliers
- 2.4.10 List of Proposed Subcontractors
- 2.4.11 Estimated Annual Energy Consumption Data (2022)
- 2.4.12 List of Positive Environmental and Social Measures

ATTACHMENT 2.5 – Declarations
- 2.5.1 Declaration of Environmental Practices
- 2.5.2 Declaration of Social Practices

ATTACHMENT 2.6 – Schedule of Prices
- 2.6.1 Household Numbers
- 2.6.2 Collection Options

Schedule 2.6.1 Collection and Delivery to the Designated Facility
Schedule 2.6.2 Proponent’s Alternative Proposal

COMPLETE AND RETURN THIS ENTIRE PART 2 – FORM OF PROPOSAL
AS PART OF THE PROPOSAL PACKAGE FOR SUBMISSION
In Envelope #1 – Technical Proposal includes: Proposal Form and Attachments 2.1, 2.2, 2.3, 2.4, 2.5
In Envelope #2 – Financial Proposal includes: Attachment 2.6, Schedules 2.6.1 and 2.6.2

PROPOSAL FORM

PROJECT TITLE:	Curbside Collection of Packaging and Printed Products
REFERENCE NO:	RFP No. ERM2022-006
LEGAL NAME OF PROPONENT:	_____
BUSINESS ADDRESS:	_____
TELEPHONE:	_____
FAX:	_____
EMAIL ADDRESS:	_____

TO: Capital Regional District
625 Fisgard Street, Victoria BC, V8W 2S6

1.0 **I/We, the undersigned duly authorized representative(s) of Proponent**, having received and carefully reviewed the RFP and any addenda transmitted by email, and having fully informed ourselves as to the intent, difficulties, facilities and local conditions attendant to performing the Collection Services, submit this Proposal in response to the RFP for the Collection Options indicated by a marking YES in the appropriate box below:

COLLECTION OPTIONS	CONFIGURATION		MARK "YES" BELOW IF SUBMITTING PROPOSAL
Three (3) Stream Collection Options	1	Collection of commingled containers in blue boxes Collection of fibres in reusable blue bags Collection of glass in separate container[1]	
	2	Collection of commingled containers in blue boxes Collection of fibres in blue boxes Collection of glass in separate container[1]	
	3	Collection of commingled containers in blue boxes Collection of fibres in wheeled totes Collection of glass in separate container[1]	
	4	Collection of commingled containers in wheeled totes[2] Collection of fibres in wheeled totes[2] Collection of glass in separate container[1]	
Two (2) Stream Collection Options	1	Combined collection of commingled containers and fibres wheeled totes Collection of glass in separate container[1]	

[1] Provided glass is placed out separately from the other recyclable materials residents may place it out in any equivalent acceptable container as per Part 3 of the RFP.

Notes:
In all options, the District of Oak Bay shall be provided collection using its existing service system of blue boxes, blue bags, glass containers and customer provided 140L wheeled totes. Collection shall be conducted on the same day on which residential refuse is provided by the municipality using an "add a day" collection schedule as specified in Part 3 – Statement of Work for Collection Services.

2.0 **I/We confirm that I/we** agree to all terms of the RFP.

3.0 **I/We confirm** that the following information is included with and forms a part of this Proposal:

- Proposal Security
- Undertaking of Performance Guarantee
- Undertaking of Liability Insurance
- Description of Current Business and Understanding of CRD Requirements
- Description of General Approach and Methodology
- Organizational Chart
- List of Supervisory Personnel
- List of Previous Contracts of Similar Nature
- List of Equipment
- List of Force Account Rates
- List of Capital Assets to be Purchased by Proponents
- List of Proposed Equipment Suppliers
- List of Proposed Subcontractors
- Energy Consumption Data
- List of Positive Environmental and Social Impacts
- Declaration of Environmental Practices
- Declaration of Social Practices
- Schedule of Prices

4.0 **I/We confirm** that this Proposal is accurate and true to best of my/our knowledge.

This Proposal is submitted this _____ day of _____, 2022.

I/We have the authority to bind Proponent to statements made in this RFP.

_____
(Name of Proponent)

_____
(Signature of Authorized Signatory)

_____
(Print Name and Position of Authorized Signatory)

ATTACHMENT 2.1 – PROPOSAL VALIDATION

The Proponent's Proposal is valid:

1. for _____ days from submission date; or

2. until _____.
   day / month / year

Additional Information

ATTACHMENT 2.2 – LIABILITY INSURANCE GUARANTOR

LIST OF PROPOSED INSURANCE GUARANTORS

Proponent shall provide the name and address of the insurance guarantor(s) that Proponent intends to use to address the requirements of Section 12.1 of Part 5 – Contract Services Agreement.

Any changes or additions to this list must be submitted in writing to the Manager for approval.

NAME	ADDRESS

ATTACHMENT 2.3 – PERFORMANCE SECURITY GUARANTOR

LIST OF PROPOSED FINANCIAL GUARANTORS

Proponent shall provide the name and address of the financial guarantor(s) that Proponent intends to use to address the requirements of Section 12.2 of Part 5 – Contract Services Agreement.

Any changes or additions to this list must be submitted in writing to the Manager for approval.

NAME	ADDRESS

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.1 DESCRIPTION OF CURRENT BUSINESS AND UNDERSTANDING OF CRD REQUIREMENTS

- Current Business
- Understanding of CRD Requirements

(If additional space is required use reverse side of this page and/or use and insert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.2 DESCRIPTION OF GENERAL APPROACH AND METHODOLOGY

- General Proposed Approach and Methodology
- Outline of Proposed Scheduling and Routing
- Proposed Purchase, Assembly, Distribution and Replacement of Totes, if applicable
- Proposed Replacement of Blue Boxes and Blue Bags

(If additional space is required use reverse side of this page and/or use and insert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.3 ORGANIZATIONAL CHART

The proposed organizational chart for the Collection Services is as follows, including:

- The average number of persons, including supervisors, a Safety Officer, person(s) to handle pick-up and enquiries line, drivers, etc., Proponent proposes to employ and maintain on the work.

- The manager that Proponent proposes to place on the project, together with previous experience on this type of work.

(If additional space is required use reverse side of this page and/or use and insert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.4 LIST OF SUPERVISORY PERSONNEL

Proponent proposes to carry out the Work covered by this RFP under the direction of the following supervisory personnel employed by Proponent. Proponent should indicate whether the supervisory personnel listed are to be employed full-time or part-time, and specify what recent experience they have had supervising work of a nature similar to this proposed work.

NAME, TELEPHONE NUMBER AND EMAIL	POSITION TO HOLD ON THIS CONTRACT

(If additional space is required use reverse side of this page and/or use and insert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.5 LIST OF PREVIOUS WORK OF SIMILAR NATURE

Proponent shall fill in details below of the most recent contracts it has undertaken with work of a nature similar to this proposed Work.

It is the intention of CRD to use the information given below to assess the experience and reputation of Proponent in the appropriate fields of work. CRD may contact the references given below before negotiating the Contract.

LOCATION: CLIENT:

CONTACT: TELEPHONE NUMBER:
FAX NUMBER:
CONTRACT VALUE: EMAIL ADDRESS:

DESCRIPTION OF WORK:

LOCATION: CLIENT:

CONTACT: TELEPHONE NUMBER:
FAX NUMBER:
CONTRACT VALUE: EMAIL ADDRESS:

DESCRIPTION OF WORK:

LOCATION: CLIENT:

CONTACT: TELEPHONE NUMBER:
FAX NUMBER:
CONTRACT VALUE: EMAIL ADDRESS:

DESCRIPTION OF WORK:

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.6 LIST OF EQUIPMENT

Proponent proposes to use the equipment listed below in carrying out the Work covered by this proposed Contract (list only the major pieces of equipment to be used):

NUMBERS OF UNITS	BRIEF DESCRIPTION OF EQUIPMENT (STATE ITS USE, MAKE, AGE OR MODEL/YEAR AND GENERAL CONDITION)	CHECK WHETHER	
		OWNED BY PROPONENT	RENTED OR LEASED

(If additional space is required use reverse side of this page and/or use and inert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.7 SCHEDULE OF FORCE ACCOUNT RATES (1)

The following personnel and equipment rates will form the basis of payment for force account work carried out in accordance with the requirements of the Collection Services.

PERSONNEL

List by Occupation	Hourly Rate	Overtime Hourly Rate

EQUIPMENT - OWNED
(All found)

Description	Hourly Rate	Serial Number	Model and Size

EQUIPMENT - LEASED

Description	Hourly Rate	Serial Number	Model and Size

(1) The rates for Force Account are exclusive of BC GST; and the rates will be adjusted as set out in Part 4 – Payment for Collection Services.

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.8 CAPITAL ASSETS TO BE PURCHASED BY PROPONENT

(Especially to fulfill its Obligations for the Collection Services)

	CAPITAL ASSETS	DATE OF EXPECTED PURCHASE	DATE OF MANUFACTURE	SERIAL NO. TO BE SUPPLIED AFTER AWARD	COST (INCLUSIVE OF ALL TAXES & FEES)	% OF USE UNDER THIS AGREEMENT
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						

(If additional space is required use reverse side of this page and/or use and insert additional pages.)

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.9 LIST OF PROPOSED EQUIPMENT SUPPLIERS

(not owned by Proponent)

ITEM NO.	COMPANY NAME	DESCRIPTION OF EQUIPMENT

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.10 LIST OF PROPOSED SUBCONTRACTORS

Proponent shall provide the name and address of the subcontractor(s) that Proponent intends to employ on each item of Work specified below.

Any changes or additions to this list must be submitted in writing to the Manager for approval before subcontracting the Work.

ITEM OF WORK TO BE SUBCONTRACTED	NAME, ADDRESS AND TELEPHONE NUMBER OF PROPOSED SUBCONTRACTOR

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.11 ESTIMATED ANNUAL ENERGY CONSUMPTION DATA (2022)

Please provide estimated annual energy consumption data for each Collection Option submitted, including any alternative collection option(s), using the Table below. For more than one Collection Option, please photocopy this form, as required.

Collection Option: _____

Description	
Proposed number of vehicles dedicated to CRD Contract	
Estimated annual total kilometres travelled to service all routes	
Types of fuel to be consumed	
Fuel consumed, by type, per year to service Contract	

The successful Proponent shall be required to provide energy consumption data to CRD on an annual basis.

ATTACHMENT 2.4 – PROPONENT'S RESOURCES AND EXPERIENCE

2.4.12 LIST OF POSITIVE ENVIRONMENTAL AND SOCIAL MEASURES

Provide a description of any current or future planned positive environmental and social measures that you will endeavour to implement during the course of the Contract, including:

- measures to reduce fuel consumption, energy use and associated greenhouse gas emissions
- other measures, such as environmental stewardship practices, procurement policies, employee attraction/retention practices, community involvement, and safety practices

ATTACHMENT 2.5 – DECLARATION

2.5.1 DECLARATION OF ENVIRONMENTAL PRACTICES

(must be submitted with your Proposal)

The Capital Regional District (CRD) expects that each Proponent has, and will comply with any applicable enactment applicable to conducting the Work. This includes but is not limited to: *Canadian Environmental Protection Act, 1999 (Canada), Transportation of Dangerous Goods Act (Canada/BC), Environmental Management Act (BC), the BC Recycling Regulation and the Capital Regional District Sewer Use Bylaw No. 2922*.

I declare on behalf of _____ that:

(Corporate Name of Proponent)

1) Proponent, or any person who currently holds or has, at any time within the past three (3) years, held the following positions or titles with Proponent: Officer, Director or Senior Manager, has not been convicted or subject to a determination by a regulatory body, administrative body or other tribunal having jurisdiction over Proponent, of a violation, within the past three (3) years, under the legislation applicable to Proponent, other than those set out in the table below.

Title of Act, Regulation or Bylaw	Date of Violation and Regulatory/Adjudication Body	Description of Violation or Conviction	Regulatory/Adjudication Body Document File Number

2) All the information contained herein is true, accurate and complete, and I understand that a false declaration may result in the disqualification of the Proposal from consideration or termination of the resulting Contract, without any cost or penalty to CRD.

3) I am authorized by Proponent to sign this Declaration, and to submit with the Proposal, on behalf of Proponent.

Additional numbered pages outlining this portion of the Proposal may be attached to this page and/or separate documents listed above may be submitted with this schedule. Each such additional page and separate document shall be signed by Proponent.

_____
Corporate Name of Proponent

_____
Signature of Proponent

_____
Date

ATTACHMENT 2.5 – DECLARATION

2.5.2 DECLARATION OF SOCIAL PRACTICES
(must be submitted with your Proposal)

The Capital Regional District (CRD) expects that each Proponent has and will comply with internationally recognized labour conventions and recommendations of the International Labour Organization, of which Canada is a member, and any applicable legislation pertaining to workplace safety, employment and human rights. In Canada these include: *the Corruption of Foreign Public Officials Act (Canada), Human Rights Act (BC), the Employment Standards Act (BC) and the Workers' Compensation Act (BC).*

I declare on behalf of _____ that:
(Corporate Name of Proponent)

1) Proponent, or any person who currently holds or has, at any time within the past three (3) years, held the following positions or titles with Proponent: Officer, Director or Senior Manager, has not been convicted or subject to a determination by a regulatory body, administrative body or other tribunal having jurisdiction over Proponent, of a violation, within the past three (3) years, under the legislation applicable to Proponent, other than those set out in the table below.

Title of Act, Regulation or Bylaw	Date of Violation and Regulatory/Adjudication Body	Description of Violation or Conviction	Regulatory/Adjudication Body Document File Number

2) All the information contained herein is true, accurate and complete, and I understand that a false declaration may result in the disqualification of the Proposal from consideration or termination of the resulting Contract, without any cost or penalty to CRD.

3) I am authorized by Proponent to sign this Declaration, and to submit with the Proposal, on behalf of Proponent.

Additional numbered pages outlining this portion of the Proposal may be attached to this page and/or separate documents listed above may be submitted with this schedule. Each such additional page and separate document shall be signed by Proponent.

_____
Corporate Name of Proponent

_____
Signature of Proponent

_____
Date

ATTACHMENT 2.6 – SCHEDULE OF PRICES

General Information

To collect Packaging and Printed Products (PPP) in accordance with the Collection Options described in Appendix 2.6.2, and within the Geographical Collection Area listed in Appendix 2.6.1, once every two weeks, that have been placed in or near Collection Containers by the Customer of a Curbside Household at curbside on collection day. Collected PPP shall be delivered to the Designated Facility. Appendix 2.6.1 of the "Schedule of Prices" provides a 2022 estimate of the number of Curbside Households in the Geographical Collection Area. Proponents may submit prices for more than one Collection Option for the Geographical Collection Area.

Unit Prices

Proponent's per household unit prices as set out in the Schedule of Prices shall be quoted in year 2022 Canadian Dollars. The Proposal unit prices will be used, in part, to determine the Selected Proponent. All costs, including overhead and profit, and taxes, fees, or surcharges imposed by federal, provincial, or local laws for which Proponent expects to receive payment as a result of the Collection Services, must be included in the unit prices with the exception of the Federal Goods and Services Tax (GST). If CRD enters into a Contract with a successful Proponent to carry out the Collection Services under this RFP, the per household unit prices will be adjusted each year as set out in Part 4 – Payment for Collection Services.

There are 132,262 Curbside Households in the Geographical Collection Area based on 2022 estimates. The number of households will be adjusted each year commencing 01 January 2025 as set out in Section 4 – Payment for Collection Services.

ATTACHMENT 2.6 – SCHEDULE OF PRICES

APPENDIX 2.6.1 - HOUSEHOLD NUMBERS AND HISTORICAL/ESTIMATED QUANTITIES (2022 FIGURES)

Municipality	2022 Household Count
District of Central Saanich	6,628
City of Colwood	7,402
Town of Esquimalt	4,776
District of Highlands	976
Juan de Fuca Electoral Area	2,724
City of Langford	15,509
District of Metchosin	2,069
District of North Saanich	5,513
District of Oak Bay	6,372
Town of Sidney	4,679
District of Sooke	6,581
District of Saanich	42,729
City of Victoria	20,099
Town of View Royal	4,024
First Nations, Department of National Defence and Other dwellings[1]	2,181
Total Number of Households to be Serviced	**132,262**
ANNUAL PRICE PER HOUSEHOLD SERVICED	**$_____ / Household/Year**

1 Other dwellings includes home conversions into suites with municipal garbage collections; secondary suites; and mobile home parks.

ATTACHMENT 2.6 – SCHEDULE OF PRICES

APPENDIX 2.6.2 – COLLECTION OPTIONS

OPTIONS

COLLECTION:

- Collection will be Curbside except for the approximately 400 Customers that receive door service. Addresses will be provided to successful Proponent(s).

Frequency

- Collection will be once every two weeks, Monday to Friday, including statutory holidays, for an average of 26 collection periods per year for all customers within the Geographical Collection Area with the exception of the District of Oak Bay.
- Oak Bay only – Collection will be Monday to Friday, excluding statutory holidays, on an add a day bi-weekly schedule that coincides with the District of Oak Bay's municipal garbage collection, with an average 24 collection periods per year.

RECYCLING CONTAINERS:

Three Stream Collection Option 1 (Blue Boxes/Blue Bags and Glass Container)

- Customers will use their existing Blue Boxes, Reusable Bags, Glass Containers and, in the District of Oak Bay, their totes. The successful Proponent will be responsible for the purchase and distribution of new and replacement and Blue Boxes and Reusable Bags to Customers.

Three Stream Collection Option 2 (Blue Boxes/Blue Boxes and Glass Container)

- Customers will use their existing Blue Boxes for Commingled Containers, Glass Containers for glass and the successful Proponent will be responsible for the supply of and distribution of one Blue Box for commingled fibres to Customers. However, in the District of Oak Bay, Customers will continue to use their existing totes for commingled fibres, and so the successful proponent will not be required to distribute blue boxes for commingled fibres to these Customers. . The successful Proponent will be responsible for the purchase and distribution of new and replacement and Blue Boxes to Customers.

Three Stream Collection Option 3 (Tote/Blue Box and Glass Container)

- Customers will use their existing Blue Boxes for Commingled Containers, Glass Containers for glass and the successful Proponent will be responsible for the supply and distribution of Totes for commingled fibres to Customers, except for Oak Bay who will use their own Totes. The successful Proponent will be responsible for the purchase and distribution of new and replacement and Totes and Blue Boxes to Customers.

Three Stream Collection Option 4 (2-Totes and Glass Container)

- Successful Proponent will be responsible for the supply and distribution of two (2) Totes to each Customer; except for Oak Bay customers who will only receive one (1) Tote. The successful Proponent will be responsible for the purchase and distribution of new and replacement Totes to Customers. Customers will use their existing Glass Container for glass.

Two Stream Collection Option 5 (1-Tote and Glass Container)

- Successful Proponent will be responsible for the supply and distribution of Totes to all Customers, including replacement Totes and the distribution of Totes to new Customers. Customers will use their existing Glass Container for glass.

General

- Customers will provide their own Containers for the collection of glass, in a separate stream.
- At the end of Term of the Contract, ownership of the Successful Proponents-supplied Collection Containers will be retained by CRD.
- Successful Proponent(s) will distribute collection schedules, educational materials and other literature, provided by CRD, to residents when, and if, Totes are distributed.

PACKAGING AND PRINTED PRODUCTS:

- Unless indicated, PPP refers to items currently listed in Attachment 3.2 of Part 3 - Statement of Work.

ATTACHMENT 2.6 – SCHEDULE OF PRICES

SCHEDULE 2.6.1 COLLECTION AND DELIVERY TO THE DESIGNATED FACILITY

COLLECTION OPTIONS		$/household/year (1)			
OPTION 1	three stream blue bag/blue box/glass container				
OPTION 2	three stream blue box/blue box/glass container				
OPTION 3	three stream 120L tote/blue box/glass container				
OPTION 4	three stream 2-120L totes				
OPTION 5	two stream 1-240L tote and glass container				

1) See Appendix 2.6.1 for estimated number of Households.

ATTACHMENT 2.6 – SCHEDULE OF PRICES

SCHEDULE 2.6.2 – PROPONENT'S ALTERNATIVE PROPOSAL

Proponents are invited to submit their own alternatives to provide Collection Services to Curbside Households which could result in a cost savings and value to CRD for provision of the Collection Services.

Proponents are requested to present their alternative proposals in the same format as in this RFP to facilitate comparison to other Proponents' Proposals.

PART 3

STATEMENT OF WORK FOR COLLECTION SERVICES

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSAL
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS

RFP NO. ERM2022-006

PART 3 – STATEMENT OF WORK FOR COLLECTION SERVICES

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CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSAL
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PAPER

RFP NO. ERM2022-006

PART 3 - STATEMENT OF WORK FOR COLLECTION SERVICES

1. INTERPRETATION

Definitions.

In this Statement of Work for Collection Services, the following terms will have the following meanings:

"Agreement" means the executed Contract Services Agreement including all Parts and Attachments of the RFP.

"Blue Box" means the receptacle used for curbside collection and storage of In-Scope PPP from Households as specified on Attachment 3.1 attached hereto.

"Certified Collector" or **"Contractor"** means a person under contract to CRD to collect In-Scope PPP from Households within the Capital Region.

"**Collection Container**" or **"Container"** means any Blue Box, Tote, Reusable Recycling Bag or other container.

"Collection Options" means the method in which In-Scope PPP is collected as set out in Part 2 – Form of Proposal, Attachment 2.6 – Schedule of Prices.

"Collection Services" "Services" means the services to be provided by the Contractor as set out in the Contract which broadly include but are not limited to:

(a) Curbside Collection of In-Scope PPP once every two weeks as applicable, except for the District of Oak Bay which will be collected on an add-a-day bi-weekly schedule;

(b) Purchasing and distribution of Collection Containers to all Households, where or when applicable, within the Collection Area, including new and replacement containers as required;

(c) Distribution of collection schedules;

(d) Accurately reporting all data in accordance with the Collection Services to be provided under the Contract;

(e) Participation in public education and awareness campaigns.

"Commingled Containers" has the meaning set out in Attachment 3.2.

"Commingled Fibres" has the meaning set out in Attachment 3.2.

"Core" means the geographical area comprised of the municipalities of Saanich, Victoria, Esquimalt and View Royal as outlined in Attachment 3.3.

"**Corrugated Cardboard**" means paper-based material consisting of a fluted corrugated sheet and one or two flat linerboards.

"**Curb**" or "**Curbside**" means a location within one (1) metre of a Public Street or Private Road.

"**Curbside Collection**" means collecting In-Scope PPP from Curbside Households.

"**Curbside Household**" or **"Household"** means a self-contained dwelling unit providing accommodation to one or more people, including single-family dwellings and buildings with up to four suites, where the resident is expected to deliver In-Scope PPP to the Curb for collection.

"**Customer**" means residents of Curbside Households within the Service Area.

"**Designated Post-Collection Service Provider**" or "**Designated Facility**" means the delivery point, designated by CRD, for the Contractor-collected In-Scope PPP, located at 2800 Bridge Street, Victoria, BC.

"Effective Date" has the meaning set out in Section 1 of Part 5 - Contract Services Agreement.

"Force Majeure" shall mean any event or circumstance, excluding lack of funds or basic resources such as staff or trucks, not within the reasonable control of the party claiming the Force Majeure which prevents or delays that party from meeting an obligation hereunder and including:

(a) Acts of God, including wind, ice and other storms, lightning, floods, earthquakes, volcanic eruptions and landslides;
(b) Epidemics, war (whether or not declared), blockades, acts of public enemies, acts of sabotage or terrorism, civil insurrections, riots and civil disobedience;
(c) Explosion or fire.

"Geographical Collection Area" or **"Geographical Area"** or **"Collection Area"** or **"Service Area"** means the area of the Saanich Peninsula, the Core Area, the West Shore, and the District of Oak Bay and includes all First Nations lands lying within each Geographical Area where the Curbside Collection will be carried out.

"Glass Container" means a blue box or blue bag or other container that is similar in size and configuration to a Blue Box or a Reusable Recycling Bag that can be easily lifted and which can be used for a receptacle for curbside collection and storage of segregated glass containers when used in conjunction with a Blue Box or a Tote or a Reusable Recycling Bag.

"**Implementation Plan**" means the plan that Contractor will develop pursuant to Section 2.12(a).

"**In-Scope PPP**" means the PPP set out in Attachment 3.2 and such other materials identified as In-Scope PPP by CRD in writing from time to time.

"Inspector" means a representative of the Manager who is authorized to ensure the Contractor's conformance to the terms of the Contract.

"Manager" means the General Manager of the Parks & Environmental Services department of the CRD or his authorized representative as designated to the Contractor.

"**Missed Collection**" has the meaning set out in Section 2.8(e).

"**Non-PPP Items**" means any material that is not In-Scope PPP.

"Oak Bay" means the geographical area of the District of Oak Bay as shown in Attachment 3.3.

"Other Receptacle" or **"Other Container"** means containers similar in size and configuration as a Blue Box or a Reusable Recycling Bag that can be easily lifted and which can be used for a receptacle for

curbside collection and storage of recyclable materials when used in conjunction with a Blue Box or a Tote or a Reusable Recycling Bag.

"**Packaging and Printed Product**" or "**PPP**" has the meaning set out in Attachment 3.2, as may be updated by CRD pursuant to Attachment 3.2.

"**Private Road**" means a privately-owned and maintained way that allows for access by a service vehicle and that serves multiple residences.

"**Public Street**" means a public right-of-way used for public travel, including public alleys and laneways.

"Recyclable Material" means In-Scope PPP.

"Reusable Recycling Bag" or **"Reusable Bag"** means a receptacle used for curbside collection and storage of recyclable materials from single family dwellings as specified on Attachment 3.1.

"Saanich Peninsula" or **"Peninsula"** means the geographical area comprised of the municipalities of North Saanich, Sidney and Central Saanich as outlined in Attachment 3.3.

"**Service Area**" or "**Service Areas**" means the Geographical Areas delineated on the maps in Attachment 3.3.

"**Service Commencement Date**" means 01 January 2024.

"Service Level Failure" has the meaning set out in Attachment 3.4.

"Supply" or **"Provide"** means supply and pay for or provide and pay for.

"**Tote**" or "**Cart**" means a Contractor-provided wheeled container with attached lid suitable for curbside collection and storage of In-Scope PPP, as specified in Attachment 3.1.

"Unit" means a Curbside Household.

"West Shore" means the geographical area comprised of the municipalities of Colwood, Langford, Highlands, Metchosin, Sooke and the electoral area of Juan de Fuca, which includes Willis Point, Malahat, East Sooke, Otter Point, Shirley and Jordan River, as shown in Attachment 3.3.

"Work" or **"Works"** means, unless the context otherwise requires, the whole of the work, equipment, labour, matters and things required to be done, furnished, and performed by the Contractor under the Contract.

2. SERVICES

Beginning on the Service Commencement Date, Contractor shall provide curbside collection services to collect In-Scope PPP at Curbside from all Customers within the Service Area (the "Curbside Collection") and in accordance with the terms of this Statement of Work and the Contract Services Agreement.

2.1 Scope of Work

The work required consists of the collection and hauling of In-Scope PPP to the Designated Facility. Recyclable Materials are to be collected every two weeks from the Geographical Collection Area, as shown in Attachment 3.3, deposited in or around Collection Containers placed at the curb for collection by 7:30 am or prior to Contractor's collection vehicle passing by that Household in the process of collecting In-Scope PPP, on their designated collection day.

In the District of Oak Bay, commingled fibres will be placed out for collection in a Customer provided 140 litre wheeled tote(s), rather than in reusable blue bags, blue boxes or other container. However, some Customers in the District may choose to use blue bags or blue boxes or other container, and the Contractor shall collect the commingled fibres regardless of the container type utilized. Collection in the District of Oak Bay shall be conducted by the Contractor on the same day on which residential refuse and organics collection is provided by the municipality. The Contractor shall use the same "add a day" collection schedule as the District of Oak Bay whereby if the scheduled collection day falls on a statutory holiday, collection is moved to the following day, to ensure that Collection Services continue to coincide with the District's residential refuse and organics collection.

CRD shall be deemed to be the owner of all In-Scope PPP set out for collection.

Contractor shall deliver collected In-Scope PPP to the Designated Facility.

Contractor shall execute the Contract requirements for Customer notification, reporting of statistics, resolution of complaints, reporting of infractions and all other requirements of this specification.

Contractor shall collect all In-Scope PPP put out for collection, placed up to one (1) metre from the curb and up to two (2) metres from the travelled portion of the road exclusive of the shoulder in those areas without curbs.

If residents are elderly or medically incapacitated and unfit to move containers to the curbside or to the lane, then Contractor shall provide a doorstep pickup service at no extra cost to either CRD or the residents.

Contractor shall not damage or misuse Collection Containers and shall be responsible for the cost of any damages it causes to the containers. Contractor shall collect spilled or scattered material from within a six (6) metre radius area of the Collection Containers. Contractor shall collect materials spilled from their Collection vehicle.

Contractor shall:

(1) Attach notification stickers, provided by CRD, to Collection Containers which fail to meet the criteria as described in these requirements and therefore cannot be collected, and report infractions to the Manager each month.

(2) Where weather conditions make it impossible to attach notification stickers to the Collection Containers, the notification stickers must be left at the residence, put through the mail slot or otherwise secured at the front door to prevent loss or misplacement.

Contractor shall deliver to CRD within three (3) months of execution of the Agreement a work program and schedule for the following:

(a) Mobilization, location, storage for Collection Containers and maintenance facilities and all of the Contractor's vehicles and equipment

(b) Initial training of personnel.

Contractor shall provide the number of Customers per route at the start of the program and any changes to this number must be identified in the monthly report at each month end. Contractor shall keep an accurate record of the number of pickups per route, per day. These records shall form part of the monthly report.

Contractor will assist CRD in the development of educational material (i.e., collection schedules, preparation of materials, etc.) during the term of the Contract.

In addition to any promotion undertaken by each Municipality, Electoral Area or CRD, Contractor will be responsible for all program communication dealing with operational issues, including but not limited to the following:

(a) Contamination with non-PPP, cross contamination, improper sorting, non-compliance stickers

(b) notification of any disruption of service

(c) late put out notices

(d) change in collection schedule.

All program communication must be approved by the Manager prior to distribution.

CRD will be responsible for education and the promotion of the curbside program.

2.2 Service Area

a) Contractor will provide Curbside Collection to all Customers in the Service Area(s), shown on Attachment 3.3.

2.3 In-Scope PPP Materials

a) Contractor will collect all In-Scope PPP from all Customers that are placed in Containers (including both Contractor-provided and Customer-provided Containers); and any Corrugated Cardboard, stacked adjacent to Customers' Containers (or stacked alone if no Container is present or commingled with Fibres).

b) Collected In-Scope PPP may not contain more than three percent (3%) by weight of non-PPP Items (Contamination). In-Scope PPP delivered to the Designated Facility will consist of no more than three percent (3%) by weight of non-PPP Items. Loads exceeding three percent (3%) by weight of non-PPP Items may be subject to rejection by the Designated Post-Collection Service Provider and Service Level Failure Credits, as set out in Attachment 3.4.

c) Notwithstanding Section 2.3 (b) above, Contractor may not collect, and collected In-Scope PPP may not contain, any packaging containing hazardous or special waste.

d) While collecting In-Scope PPP, Contractor must ensure that:

   i. Loads of Categories 1, 2 and 3(b) do not contain more than 1% by weight of Categories 3 (a), 6 and 7; and

   ii. Loads of Categories 3(a), 6 and 7 do not contain more than 3% by weight of Categories 1, 2, and 3(b).

e) Contractor must ensure that loads of Categories 1, 2, 3(a), 3(b), 6 and 7 do not contain more than 3% by weight of Category 8.

f) Contractor must ensure that Category 8 segregated In-Scope PPP does not contain more than 1.5% by weight of non-PPP Items and other categories of In-Scope PPP (individually or in the aggregate). Loads of segregated Category 8 exceeding 1.5% by weight of Not Accepted Materials and other categories of In-Scope PPP (Individually or in the aggregate) may be subject to rejection by the Designated Post-Collection Service Provider, and may result in Service Level Failure Credits.

g) Contractor will implement and maintain reasonable procedures to ensure that loads delivered to the Designated Post-Collection Facility comply with the requirements set forth in this Section 2.3 including procedures to monitor the content of collected materials and procedures to notify and reject material from Customers who do not comply with such requirements. Such procedures are subject to review by the Owner at any time and from time to time. If the Owner determines that such procedures are inadequate, Contractor will adopt such procedures as the Owner may reasonably require in order to ensure compliance with this Section 2.3.

2.4 Collection

a) Contractor will not place limits on the quantity of In-Scope PPP collected from Customers.

b) Contactor will pick up In-Scope PPP placed by Customers in accordance with Section 2.3(a) at the Curb along the collection vehicle route which may be a Public Street or a Private Road.

c) Contractor will perform Curbside Collection on the following schedule: once every two weeks, on the same day, with the exception of Customers within the District of Oak Bay which will be collected once every two weeks in accordance with the “add a day” collection system specified in 2.1.

d) Contractor will not compact In-Scope PPP in Curbside Collection vehicles at a ratio higher than 2.5:1.

e) Contractor will make collections in an orderly, non-disruptive and quiet manner, and will return Containers (including, in the case of Totes, with their lids closed) in their set out location in an orderly manner. Location of Containers should not block sidewalks, driveways or on-street parking.

f) Contractor will monitor the quality of In-Scope PPP set out for collection. Customers with more than three percent (3%) by weight of non-PPP Items in a given Container will receive a written notice from Contractor to reduce the quantity of non-PPP Items. Customers who receive three or more written notices per calendar quarter (three months) will be contacted by the Contractor by phone or in person to resolve the issue. If the quantity of non-PPP Items is not reduced to less than three percent (3%) by weight after a minimum of three (3) attempts to educate the Customer, CRD may remove the Customer from the Service Area.

2.5 Containers

a) Contractor will, at Contractor's cost, procure, assemble and deliver Containers, as specified in Attachment 3.1, to each Customer, for use in the collection of In-Scope PPP that meet the requirements set out in Section 2.

b) Contractor will, at Contractor's cost provide replacement and new Containers (Totes, Blue Boxes and Reusable Bags) for the term of the Agreement.

c) Contractor will deliver Containers to Customers at least ten (10) business days prior to the Service Commencement Date.

d) Contractor will procure and deliver a Container to a requesting Customer within seven (7) business days of the Customer's initial request.

e) Where Customers choose to provide their own Container(s), of the reasonably comparable size and configuration as the Contractor or CRD provided Containers, used in conjunction with CRD or Contractor provided containers, Contractor will handle the Customer-owned Container in such a way as to prevent undue damage, and Contractor will be responsible for unnecessary or unreasonable damage to Customer-owned Containers. Larger Blue Boxes privately purchased and used by Customers to a maximum of 87 Litres in size shall be deemed acceptable for use and Contractor shall be required to empty them.

f) Collection crews will note damages to Contractor-provided Containers and forward written or electronic repair or replacement notices that day to Contractor's service personnel. Container repairs or replacement will then be made by Contractor within seven (7) days, at Contractor's expense. Any Container that is damaged or missing on account of an accident, act of nature or the elements, fire, theft or vandalism by a third party will be replaced by Contractor not later than three (3) business days after notice from Customer or CRD. Replacement Containers may be used and reconditioned, but must be clean, appear presentable, and meet all other requirements set out in the Contract.

g) In the event that a particular Customer repeatedly damages a Container or requests more than one replacement Container more frequently than a time period allowing for reasonable wear and tear during the Term of the Contract, Contractor may charge Customer for the depreciated value of the Container and will forward in writing the Customer's name and address to CRD with a full explanation of the incident(s). In the event that the problem continues, Contractor may discontinue service to that Customer provided CRD provides prior written approval.

h) Upon termination or expiration of the Agreement, all Containers supplied by Contractor to provide Curbside Collection will, at the option of CRD, revert to CRD ownership without further compensation to Contractor, including that Contractor will assign any and all warranties associated with the Containers. CRD accepts all such Containers in their "as-is, where-is" condition and, except as set out herein, without any express or implied warranty by Contractor of any kind, including any warranty of fitness for any particular purpose or any warranty of merchantability. Upon transfer of ownership, CRD assumes all risks of loss. If CRD declines in writing to take ownership of the Containers, Contractor will offer a special Curbside Collection event within thirty (30) days of CRD's notice, where Customers may set-out their unwanted Containers and Contractor will remove and reuse or recycle the set-out Containers.

2.6 Designated Post-Collection Service Provider

a) Contractor will deliver all collected In-Scope PPP to the Designated Post-Collection Service Provider on the day of collection, unless Contractor is unable to deliver on the day of collection for an unforeseen reason outside Contractor's reasonable control, in which case Contractor will deliver such collected In-Scope PPP to the Designated Post-Collection Service Provider as soon as possible thereafter and will store such In-Scope PPP during the interim in a safe and secure manner. Contractor may not charge any amounts to the Designated Post-Collection Service Provider in connection therewith. Contractor will not release In-Scope PPP to anyone other than the Designated Post-Collection Service Provider or dispose of any collected In-Scope PPP without prior written authorization from CRD.

b) Contractor will deliver all collected In-Scope PPP to the Designated Post-Collection Service Provider segregated, at a minimum, in the manner set out in Attachment 3.2.

c) Contractor must unload Categories 1, 2 and 3(b) in a separate bunker or other location than Categories 3(a), 6 and 7, and unload Categories 3(a), 6 and 7 in a separate bunker or location than Categories 1, 2 and 3(b), as directed by the Designated Post-Collection Service Facility. Category 8 must also be unloaded in a separate bunker or location from Categories 3(a), 6 and 7 and also separate from Categories 1, 2 and 3(b), as directed by the Designated Post-Collection Service Facility. Loads delivered in violation of this Section 2.6(c), including as a result of driver error or mechanical failure, may be subject to a Services Level Failure Credit.

d) Contractor will follow all reasonable instructions and procedures regarding the delivery of In-Scope PPP as directed by the Designated Post-Collection Service Facility and Recycle BC, including but not limited to, instructions and procedures pertaining to health and safety, delivery and unloading of In-Scope PPP, audit procedures, and weigh scale operation.

e) If Contractor is scheduled to collect In-Scope PPP from Curbside Households in the Service Area on a holiday, Contractor will coordinate directly with the Designated Post-Collection Service Facility a minimum of ten Business Days in advance of such holiday in order to schedule the delivery of such In-Scope PPP.

f) The Designated Post-Collection Service Provider will accept delivery of In-Scope PPP from the Contractor at 2800 Bridge Street, Victoria, BC.

g) CRD, as directed by Recycle BC, may change the Designated Post-Collection Service Provider upon 30 days' notice. If CRD changes the Designated Post-Collection Service Provider such that the new location is greater than 10 kilometers beyond the location described in Section 2.6(c), such change will be made pursuant to the change process in Section 2.2 of the Agreement (provided that Contractor may not refuse such a change).

h) Unless the Owner otherwise agrees in writing, Contractor may not consolidate or otherwise sort In-Scope PPP collected from Customers in the Service Area before delivering such materials to the Designated Post-Collection Facility. Such approval may be subject to such conditions or procedures as the Owner considers appropriate or necessary in the circumstances and may be revoked at any time by the Owner in its sole discretion, including without limitation Contractor has failed to comply with such conditions or procedures.

i) If the Designated Post-Collection Service Provider refuses to receive In-Scope PPP from Contractor due to a verified claim that Contractor's collected In-Scope PPP contains more than three percent (3%) by weight of non-PPP Items or contains any hazardous or special waste, CRD reserves the right to designate an alternative Designated Post-Collection Service Provider and deduct any additional costs associated with use of the alternative Designated Post-Collection Service Provider from the Fees due to Contractor.

2.7 Spillage

a) All loads collected by Contractor will be completely contained in collection vehicles at all times, except when material is actually being loaded. Hoppers on all collection vehicles will be cleared frequently to prevent the occurrence of blowing or spillage.

b) Any spillage of materials that occurs during Curbside Collection will be immediately cleaned up or removed by Contractor at its sole expense. Contractor will keep accurate records of each occurrence of spillage and of its cleanup, and will make such records available to CRD on request, and if requested by CRD, as part of a regular report to be delivered with such frequency as requested by CRD (but not more frequently than monthly). Contractor expressly acknowledges it is solely responsible for any violations of Applicable Law that may result from said spillage.

c) Without limiting subsection (b) above, Contractor will maintain all collection vehicles to ensure that no liquid wastes (e.g., leachate) or oils (e.g., lubricating, hydraulic or fuel) are discharged to Customer premises or Public Streets or Private Roads. All collection and route supervisor vehicles used by Contractor will be equipped with a spill kit sufficient in size to contain a spill of equivalent volume to the largest lubricating, hydraulic or fuel tank on the largest collection vehicle. Any discharge of liquid wastes or oils that may occur from Contractor's collection vehicles prior to them being removed from service will be cleaned up or removed by Contractor within three (3) hours of being noticed by Contractor’s staff, Customers or the CRD Manager, and will be remediated by Contractor at its sole expense. Such clean up or removal will be documented with pictures, and notice of such clean up or

removal will be provided to the CRD Manager in writing. Contractor will immediately notify the Manager's designated spill coordinator of any spills that enter ground water or drainage systems.

2.8 Routes and Requirements to Complete Daily Scheduled Collection

a) Contractor will indicate, on a map acceptable to CRD, the day of the week that Curbside Collection will occur for each Customer. The Contractor will endeavour to maintain as many collection routes under the current collection schedule, whenever possible.

b) Contractor Curbside Collection routes may not extend outside the Service Area. Contractor collection vehicles used to perform Curbside Collection may only be used elsewhere if they are emptied before and after such other use and Contractor has obtained prior written approval from CRD.

c) Contractor may request to change the originally agreed upon schedule on which Curbside Collection will occur for a given Customer or group of Customers by giving written notice to CRD at least forty-five (45) business days prior to the effective date of the proposed change and obtaining written approval from CRD. If CRD approves the proposed change, Contractor will provide affected Customers with at least fourteen (14) business days written notice of the change. Seven (7) business days prior to the approved day change, Contractor will place a notice on the Containers of all affected Customers.

d) Service shall be on the same day and same time or at different times once every two-week period. Collection time shall not vary more than ninety (90) minutes from collection time to collection time. Contractor shall develop a schedule of routes and the days on which each route shall be provided with service. CRD will be responsible for the design, production and distribution of these schedules. Contractor shall be responsible for the distribution of the initial schedule at the start of Contract.

e) Any failure of Contractor to collect In-Scope PPP that has been set out by a Customer on the Customer's scheduled collection day will be considered a "Missed Collection." If a Customer notifies Contractor of a Missed Collection not later than 5:00 pm (PST), Contractor will perform the Curbside Collection on the same day (which Contractor may perform up until 8:00 pm (PST)). If a Customer notifies Contractor of a Missed Collection after 5:00 pm (PST), Contractor will perform Curbside Collection on the day following the Customer's regular collection, including on Saturdays. Saturday collections will only be made between 9:00 am (PST) and 5:00 pm (PST).

f) The normal hours of work collection shall be between the hours of 7:30 am and 5:00 pm, Monday through Friday, including statutory holidays. Supervisory personnel will be provided by the Owner between the hours of 8:00 am and 4:30 pm, Monday through Friday. If the Contractor elects to work outside these hours, it must first obtain prior written approval from the Manager.

Contractor shall operate on the following Statutory Holidays or any other day which, during the life of the Contract, may be declared as a Statutory Holiday by the Provincial or Federal Governments. CRD, at its sole discretion, may approve rescheduling the collection for Christmas and New Year's Days.

New Year's Day	Canada Day	Remembrance Day
Family Day	BC Day	Christmas Day
Good Friday	Labour Day	Boxing Day
Easter Monday	National Day for Truth and Reconciliation	
Victoria Day	Thanksgiving Day	

g) Contractor will provide Curbside Collection regardless of weather conditions, unless weather conditions are such that continued operation would result in danger to Contractor personnel, Customers or property. Contractor will perform Curbside Collection for all areas not served due to hazardous weather on the day following the Customer's regular collection, including on Saturday. Saturday collections will only be made between 9:00 am (PST) and 4:00 pm (PST). Contractor will maintain accurate records of all disruptions to Service that are due to hazardous weather, including all areas not served, and the date on which they are later served.

h) In extraordinary instances where Contractor has failed to complete all scheduled collections on any given collection route and the missed collections have not been subsequently collected later on the same day or the following day as per the requirements of 2.8(e), then Contractor shall be required to begin collections for that route at the dwelling that would normally be collected last in order to ensure that those Customers who missed their previous collection are serviced first.

Any failure by Contractor to complete each collection day's scheduled collection or to collect a Missed Collection or a block segment of Missed Collections shall be subject to Service Level Failure Credits as specified in Attachment 3.4.

2.9 Pilot Programs

a) CRD may wish to test or implement one or more new services or developments in PPP material segregation, processing or collection technology. CRD will notify Contractor in writing at least ninety (90) days prior of its intention to implement a pilot program or of its intentions to utilize a new technology system in a Service Area. The costs (or savings) accrued by CRD-initiated pilot programs will be negotiated prior to implementation pursuant to the change process in Section 2.2 of the Agreement. If CRD deems the pilot a success, and desires to incorporate the service or development represented in the pilot program into the Agreement, such a change will be made pursuant to the change process in Section 2.2 of the Agreement.

b) Contractor-initiated pilot programs will require prior written notification to and written approval by CRD. Contractor-initiated pilot programs will be performed at no additional cost to CRD; however, savings accrued may be subject to negotiations prior to implementation at CRD's request.

2.10 <u>Customer Service and Management</u>

As part of Curbside Collection, Contractor will provide the following Services.

2.10.1 Customer Service Requirements

a) Contractor's Customer service office and call center will be accessible by a local area code and prefix phone number. Contractor will maintain a minimum of one Customer service number specifically set up as CRD phone numbers to handle only calls from Customers under this Agreement, and ownership of the numbers will be assigned to CRD upon expiration or termination of this Agreement. Contractor's call center will be open at a minimum from 7:00 am (PST) to 6:00 pm (PST) on business days. Customer service representatives will be available through Contractor's call center during office hours for communication with Customers and CRD representatives. Customer calls will be taken during office hours by a person, not by voice mail. During all non-office hours for the call center, Contractor will have an answering or voice mail service available to record messages from all incoming telephone calls, and include in the message an emergency telephone number for Customers to call outside of normal office hours in case of an emergency.

b) Contractor will maintain a twenty-four (24) hour emergency telephone number for use by CRD. Contractor will have a representative, or an answering service to contact such representative, available at such emergency telephone number for CRD use during all hours, including normal office hours.

c) Contractor's Customer service representatives will have instantaneous electronic access to Customer service data and history to assist them in providing excellent Customer service.

2.10.2 Customer Service Representative Staffing

a) During office hours, Contractor will maintain sufficient call center staff to answer and handle complaints and service requests from at least two (2) incoming telephone calls from Customers at one time, and in addition a telephone answering system capable of accepting an additional minimum of six (6) incoming telephone calls from Customers at one time. During office hours, Customers will not be required to navigate automated telephone answering option branches in order to speak with a Customer service representative, but will be routed directly to a Customer service representative.

b) Contractor will maintain sufficient staffing to answer and handle complaints and service requests in a timely manner made by all methods other than telephone, including letters, emails and text messages. If staffing is deemed to be insufficient by CRD to handle Customer complaints and service requests in a timely manner, Contractor will increase staffing levels to, in the case Customer calls, meet the requirements of the Contract Agreement, and in the case of other forms of Customer communications to otherwise address the performance deficiency.

c) Contractor will provide additional staffing during the implementation period, and especially from one (1) month prior to Service Commencement Date through the end of the fourth month after the Service Commencement Date, to ensure that sufficient staffing is available to minimize Customer waits and inconvenience. Contractor will receive no additional compensation for increased staffing levels during the implementation period. Staffing levels during the implementation period will be subject to prior CRD review and approval.

2.10.3Customer Complaints and Requests

a) Contractor will record all Customer complaints and service requests, regardless of how received, including date, time, Customer's name and address, if the Customer is willing to give this information, method of transmittal, and nature, date and manner of resolution of the complaint or service request in a computerized daily log. Any telephone calls received via Contractor's non-office hours voice mail or answering service will be recorded in the log the following business day. Contractor will make a conscientious effort to resolve all complaints and service requests within twenty-four (24) hours of the original contact. If a longer response time is necessary for complaints or requests, the reason for the delay will be noted in the log, along with a description of Contractor's efforts to resolve the complaint or request.

b) Customer service log will be available for inspection by CRD during Contractor's office hours, and will be in a format approved by CRD. Contractor will provide a copy of this log in an electronic format from the Microsoft Office suite of software to CRD on request, and if requested by CRD, as part of a regular report to be delivered with such frequency as requested by CRD (but not more frequently than monthly).

2.10.3 Handling of Customer Calls

a) All incoming telephone calls will be answered promptly and courteously, with an average speed of answer of less than twenty (20) seconds. No telephone calls will be placed on hold for more than two (2) minutes, and on a monthly basis, no more than 10% of incoming telephone calls will be placed on hold for more than twenty (20) seconds. A Customer will be able to talk directly with a Customer service representative when calling the Contractor's Customer service telephone number during office hours without navigating an automated phone answering system. An automated voice mail service or phone answering system may be used when the office is closed.

b) A Customer calling into the Customer service phone lines and placed on hold will hear either CRD-specific messages or messages that are applicable and not misleading to CRD Customers.

2.10.4 Corrective Measures

Upon the receipt of Customer complaints in regard to busy signals or excessive delays in answering the telephone, CRD may request the Contractor submit a plan to CRD for correcting the problem. Once CRD has approved the plan, the Contractor will have sixty (60) days to implement the corrective measures, except during the transition and implementation period from one (1) month prior to the Service Commencement Date, through the end of the fourth month after the Service Commencement Date, during which Contractor will have one (1) week to implement corrective measures. Reasonable corrective measures will be implemented without additional compensation to the Contractor. Failure to provide corrective measures will result in Service Level Failure Credits as specified in Attachment 3.4.

2.10.5 Referral to Other Programs Required

a) Contractor's Customer service representatives will be knowledgeable of other collection services available to Customers in the Service Areas and will be able to refer Customers to their local government or to other producer agencies operating collection programs for non-PPP Items, as appropriate.

2.10.6 Customer Communications

a) CRD and Contractor recognize that Customer preferences for their method of communication may change during the term of this Contract and agree to adjust Customer service expectations to match Customer preferences. For example, if call traffic to the Contractor's telephone-based call center reduces over time and is supplanted by an increase in texting, the Contractor will shift staff resources accordingly to ensure high levels of Customer service. CRD and Contractor agree to review Contract requirements periodically and negotiate in good faith any desired improvements to the Contract service standards related to Customer service delivery.

b) On each day where hazardous weather will prevent Curbside Collection in accordance with Section 2.8(g), Contractor will release notices to the local newspapers and radio stations notifying Customers of the modification to the collection schedule.

2.11 Promotion and Education

a) CRD will have primary responsibility for developing, designing and executing public promotion, education, and outreach programs. Contractor will provide CRD with assistance and cooperation, including distributing CRD-developed promotional and educational brochures and assisting with promotion, education and outreach programs at the direction of CRD.

b) CRD will have primary responsibility for providing Customers service-oriented information such as dates and times of Curbside Collection (Schedules).

2.12 Implementation Services

a) Beginning on the Agreement Effective Date, Contractor will develop, with CRD's input and prior written approval, and submit to CRD no later than two (2) weeks after the Agreement Effective Date, a transition and implementation plan (the "Implementation Plan") for implementing Curbside Collection, including a specific timeline as to when different activities and events will occur, details of how different events impact other events in the timeline, and the process to be used to ensure that implementation occurs on the Service Commencement Date with no disruption. The Implementation Plan will cover the entire period from the Agreement Effective Date, up through and including the six (6) month period following the Service Commencement Date. Contractor will describe in detail what is involved with each of the activities and events listed in the Implementation Plan. CRD reserves the right to require any aspect(s) of any draft implementation plan or other description of implementation services submitted by Contractor as part of any procurement process related to these Services be included in the Implementation Plan.

b) Contractor will execute the approved Implementation Plan (the "Implementation Services") in accordance with the requirements in this Agreement and as set out in the Implementation Plan, including in a manner that meets the milestone deadlines set out within the Implementation Plan.

c) CRD may at its discretion send observers to any Contractor facility at any time to monitor the performance of the Implementation Services.

d) Failure to achieve any milestone that has a deadline on or before the Service Commencement Date by the Service Commencement Date will entitle CRD to exercise its rights to draw down on Contractor's Performance Security, in full, pursuant to Section 12.2 of the Agreement.

3. PERFORMANCE STANDARDS AND OPERATIONAL REQUIREMENTS

3.1 Personnel Conduct

a) Contractor personnel performing Curbside Collection will at all times be courteous, refrain from acts of violence, threats of violence, loud, inappropriate or obscene language and shall exercise due care, perform their work without delay, minimize noise, and avoid damage to public or private property. If on private property, Contractor personnel will follow the regular pedestrian walkways and paths, returning to the street after replacing empty Containers. Contractor personnel will not trespass or loiter on cross flower beds, hedges or property of adjoining premises, or meddle with property that does not concern them or their task at hand.

b) Contractor personnel will wear a professional and presentable uniform with an identifying badge with photo identification and company emblem visible to the average observer.

c) At CRD's option and direction, Contractor personnel will work with groups or organizations, such as neighborhood community organizations, homeowner associations, or municipal utilities, police, or fire departments, for training to recognize and call the appropriate agency when suspicious activities are observed.

3.2 Vehicle Standards

Without limiting any other requirements or obligations of Contractor, Contractor will meet or exceed the following standards in respect of collection vehicles used to perform Curbside Collection.

a) All collection vehicles regularly used by Contractor to perform Curbside Collection will be a model released within six (6) years of the year in which the Service Commencement Date occurs or newer.

b) Back-up/reserve capacity collection vehicles used up to a combined total of one hundred (100) engine hours per month will at all times be less than ten (10) years old and will have been at all times driven fewer than two hundred thousand (200,000) kilometers. Back-up/reserve capacity vehicles will not be used to provide more than ten percent (10%) of Curbside Collection in a given three (3) month rolling period.

c) All collection vehicles used to perform Curbside Collection will be of sufficient size and dimension to provide Curbside Collection to all Customers, regardless of location. In some cases, this may mean that a small collection vehicle, capable of servicing narrow and/or tight locations must be used, and it is expected that Contractor will make such vehicles available to ensure smooth and effective Curbside Collection throughout the Service Area.

d) All collection vehicles will be maintained in a clean and sanitary manner, and will be thoroughly washed at least once each week. All collection vehicles will have appropriate safety markings, including all highway lighting, flashing and warning lights, clearance lights and warning flags, all in accordance with applicable law. All collection vehicles and all parts and systems of all collection vehicles will operate properly and be maintained in a condition compliant with all applicable laws, good industry standards,

and be in a condition satisfactory to CRD. Any vehicles not meeting these standards will not be used within the Service Area until repairs are made. All collection vehicles will be equipped with variable tone or proximity activated reverse movement back-up alarms.

e) Contractor will maintain all vehicles used in the performance of Curbside Collection in a manner intended to achieve reduced emissions and particulates, noise levels, operating costs and fuel use.

f) Contractor will receive prior written approval from CRD for all vehicle signage, including Contractor labeling, program and non-program information. Contractor will place CRD-provided logos on vehicles as directed at no additional cost to CRD.

g) All Contractor route, service and supervisory vehicles will be equipped with properly licensed two-way communication equipment. Contractor will maintain a base station or have equipment capable of reaching all locations within the Service Area in which they are being used. Collection vehicles will also be equipped with back-up cameras as well as route-recording cameras integrated with their on-board route management system.

h) All collection vehicles will be equipped with global positioning systems (GPS) as well as an on-board computer and data tracking system to track route progress and log non-set-outs and other Customer service issues. The system will incorporate photo documentation of contaminated materials, improperly placed set-outs and non-set-outs by Customers that have reported repeated misses. The resulting data will be uploaded to Contractor's Customer service database no less than hourly to allow Customer service personnel to be fully apprised of route progress, and be able to address Missed Collections and other Customer inquiries in near real-time. The resulting data is considered Confidential Information of CRD and will be provided to CRD upon request.

3.3 Container Requirements

a) All Contractor-provided Totes will be of a style and type approved by CRD in writing and as specified in Attachment 3.1. The Containers will be manufactured from a minimum of fifteen percent (15%) post-consumer recycled plastic.

b) All Contractor-provided Totes will be blue. Specific Tote colour shades will be approved by CRD prior to the Contractor's order of any new Containers.

c) All Totes will have In-Scope PPP preparation instructions and telephone/contact information, including both CRD's program contact phone number and CRD's website address, either screened or printed on a sticker on the lid and will be subject to the prior written approval of CRD. Information will be screened on, molded-in, or molded-on the Totes or printed on durable UV-resistant label stock squarely affixed to each Container. All screening, molding or labels will be approved in writing by CRD prior to ordering by the Contractor. Location of the screen, molding or label on the Totes will be subject to CRD's prior written approval.

d) All Contractor-provided Totes will be clearly labeled in a fashion that any reasonable person can readily determine In-Scope PPP preparation requirements. Contractor provided Totes will not be screened, molded-in, molded-on, imprinted or otherwise permanently labeled with the Contractor's logo, company name or any other markings without CRD's prior written approval.

e) All Contractor-provided Totes will be maintained by Contractor in good condition for material storage and handling; contain no jagged edges or holes; and the wheels or rollers will be equipped with an anti-skid device or sufficient surface area on the bottom of the Tote to prevent unwanted movement. The Tote will contain instructions for proper use, including any Customer actions that would void manufacture warranties. All Contractor-provided Totes will have permanent serial numbers to assist with the tracking and recovery of lost or stolen Totes, and Radio Frequency Identification (RFID) tags.

f) All Contractor-provided Blue Boxes and Blue Bags will, as a minimum be of the same type as specified in Attachment 3.1, though larger Blue Boxes privately purchased and used by Customers to a

maximum of 87 Litres in size shall be deemed acceptable for use under this program and Contractor shall be required to empty them.

3.4 Record and Reporting Requirements

In addition to the record keeping and reporting requirements in the Agreement, Contractor will:

3.4.1 Service Delivery Reporting

a) provide to CRD, on the Service Commencement Date, a complete initial inventory of the vehicles and Containers to be used to perform Curbside Collection. The inventory will include each vehicle (including type, capacity, model and vehicle identification number), each facility to be used in performance of Curbside Collection, and the number and types of Container (including size, collection commodity type and, if relevant, Customer and serial number). Contractor will regularly revise the inventory to reflect any changes;

b) maintain an electronic record of all calls related to Missed Collections and the response provided by Contractor;

c) maintain an electronic record of all Customer requests, complaints and inquiries, including Customer name, mailing address, contact information (both telephone number and email, if available), property name and service address, if different from mailing address, date of contact, reason for contact, results of Customer request, complaint or inquiry, resulting changes, additional follow-up needed, follow-up conducted, results of follow-up, and list of educational or outreach materials provided;

d) maintain the following records, and such other records as may be requested by CRD:

   i. tonnage by collection date;
   ii. weight scale ticket(s) (which must include the collector name and truck number);
   iii. traffic infractions and accidents;
   iv. changes to vehicle or Container inventory;
   v. Customer communications related to Curbside Collection including telephone calls, letters, emails, text messages or webpage messages received;
   vi. containers distributed to Customers; and
   vii. notices left for Customers;

e) make all records maintained pursuant to this Statement of Work available to CRD upon request, and if requested by CRD, will provide a regular (but no more frequently than monthly) report to CRD, in a format and by a method approved by CRD, setting out or summarizing (at CRD's discretion) such records as may be indicated by CRD for the reporting period;

f) on an annual basis, by such date to be determined by CRD, Contractor will provide a report containing the following information for the previous calendar year;

   i. a consolidated summary and tabulation of the monthly reports, described above;

   ii. a discussion of highlights and other noteworthy experiences, along with measures taken to resolve problems, increase efficiency, and increase participation in and volume of In-Scope PPP collected in Curbside Collection;

   iii. an inventory of current Curbside Collection vehicles and other major equipment, including model, year, make, serial or VIN number, assigned vehicle number, mileage (if vehicle), and maintenance history, including vehicle painting;

g) upon the Owner’s request, provide up to two reports each year that specify the greenhouse gas emissions associated with the performance of Curbside Collection, including all data and the methodologies used; and

h) upon CRD's request, provide up to four ad-hoc reports each year, at no additional cost to CRD. These reports may include Customer service database tabulations to identify specific Service Level or participation patterns or other similar information. Reports will be provided in CRD-defined format and software compatibility. These reports will not require the Contractor to expend more than sixty (60) staff hours per year to complete.

3.4.2 Claims Reporting

a) All loads must be documented in a manner specified by CRD, from time to time, including by a certified scale ticket provided by the Designated Post Collection Service Provider, with Contractor name and address, Designated Post-Collection Service Provider name and address, date, time, truck number, net weight by Material Stream (Fibres, Containers and Glass) set out in Attachment 3.2. CRD's claim reporting system will be customized to display only the material stream classifications applicable to Contractor, the terminology for which may differ than that set out in Attachment 3.2), and such other information as CRD may designate (collectively, "Claim Information"). Standard tare weights for specific trucks may only be used on specific written permission of CRD.

b) At least every two (2) weeks, Contractor will report the Claim Information through CRD's claims reporting portal, or through such other method as CRD may designate.

c) CRD will issue a claim summary to Contractor (which, if agreed by Contractor, CRD, and Designated Post-Collection Service Provider, may be based on Claim Information directly provided to CRD by the Designated Post-Collection Service Provider), and Contractor will review the claim summary for accuracy. Contractor must report to CRD any content in the claim summary that Contractor disputes within five (5) days of the claim summary being issued.

d) After CRD has approved the Claim Information for Contractor, CRD will issue a purchase order to Contractor, including a reference number. If CRD requires an invoice for such purchase order and Contractor has the right to invoice for such purchase order, Contractor may then invoice CRD for such purchase order. Contractor must include the purchase order reference number on its invoice. For clarity, issuance of a claim summary does not indicate or evidence that CRD has approved the applicable Claim Information.

3.5 Service Levels

If Contractor fails to meet any Service Level set out in Section 2, CRD will be entitled to the applicable Service Level Failure Credits set out in Attachment 3.4.

3.6 Problem Customers

a) CRD and Contractor acknowledge that, in rare cases, some Customers may cause disruptions or conflicts that make continued Curbside Collection from that Customer unreasonable. Those disruptions or conflicts may include repeated damage to Containers, unwillingness to properly prepare materials, repeated suspect claims of timely set-out followed by demands for Curbside Collection, repeated unsubstantiated claims of Contractor damage to Customer's property, or other such problems.

b) Contractor will make every reasonable effort to provide Curbside Collection for those problem Customers. However, Contractor may deny or discontinue Curbside Collection for a problem Customer after prior written notice is given to CRD of the intent to deny or discontinue service, including the name, service address, reason for such action, and what reasonable efforts to accommodate the Customer have been made and in what manner they have failed. If Customer submits a written letter or email to CRD appealing Contractor's decision, CRD may, at its discretion, intervene in the dispute. In this event, the decision of CRD will be final. CRD may also require, in its sole discretion, the denial or discontinuance of Curbside Collection to any Customer who is determined by CRD to be ineligible.

4. TERM

The Work required under the Statement of Work will commence on 01 January 2024 and will continue until the expiry of a six (6) year period following the Agreement Commencement Date, terminating 31 December 2029, unless it is terminated earlier by CRD or Contractor as set out in the Agreement.

5. FEES

The Fees payable by CRD for the performance by Contractor of the Collection Services are set out in Part 4 – Payment for Collection Services of RFP, and such Fees begin after the Service Commencement Date.

6. ADDITIONAL TERMS

6.1 No Charge to Customers

Contractor will not charge Customers or any third party any amount for the performance of the Collection Services.

6.2 Scavenging Forbidden

Contractor will not scavenge, or permit any person (including its employees) to scavenge any materials (including materials other than In-Scope PPP that have been set out to be collected by other collection service providers) at any time and at any location during Contractor's performance of the Services or otherwise.

6.3 Risk

Contractor will be responsible for all risks, including risk of loss of, or damage caused by, the In-Scope PPP from the time the In-Scope PPP is collected by Contractor until delivery to the Designated Post-Collection Service Provider. In-Scope PPP will be deemed to be delivered when off-loaded from Contractor's vehicles at the Designated Post-Collection Service Provider's facility and accepted by the signature of an authorized representative of the Designated Post-Collection Service Provider. Contractor will be responsible for the cost of any damage to Containers or the Designated Post-Collection Service Provider facility caused by the Contractor.

6.4 No Shared Services

Contractor will not collect any material other than the In-Scope PPP to be collected under this Agreement (whether on Contractor's own behalf, or on behalf of any third party) while providing the Services.

ATTACHMENT 3.1: RECYCLING CONTAINER SPECIFICATIONS

1. EXISTING CONTAINERS (Owned by CRD and being used in the current program)
   Contractor is responsible for the purchase and distribution of new and replacement of additional Blue Boxes and reusable bags.

   a) Blue Box

Model:	A-1 Products Corporation Number 9732 or equal as approved by the Manager
Dimensions:	L x W x H 484 mm x 403 mm x 313 mm (19 1/16" x 15 7/8" x 12 5/16")
Colour	Dark (Royal) blue with white lettering providing program messaging
Weight	1.8 kg (4 lbs)

   b) Reusable Blue Bags

Dimensions:	W x H 559 mm x 711 mm (22" x 28")
Material:	5.0 MIL (LLDPE) low density polyethylene
Colour:	Light blue bag with black lettering 1 colour printed both sides with program messaging

2. RECYCLING TOTES (WHEELED) (To be supplied, distributed and replaced by Contractor)

   a) General

Colour:	Dark (Royal) blue
Construction	- High quality, resilient, UV stabilized HDPE resin - Capable of hot-stamp branding of logos, bar coding, sequential numbering and RFID (radio frequency identification) integration - Capable for use in automated or semi-automated collection - Watertight lids, dual reinforced bottom and oversized wheels (300 mm ø - 12" ø)

   b) 120 Litre Tote (115 to 125 litres)

Dimensions:	H x W x D 97.8 mm x 48.3 mm x 56.5 mm

   c) 240 Litre Tote (235 to 246 litres)

Dimensions:	H x W x D 107 mm x 58 mm x 74 mm (42" x 23" x 29")

ATTACHMENT 3.2: IN-SCOPE PACKAGING AND PRINTED PRODUCTS

For the purpose of this Statement of Work, In-Scope PPP will mean the material described and segregated in the categories of PPP Material Stream below:

Material Stream	Category
FIBRES	PPP, in multi stream, in Category 1, Category 2, and Category 3(b) which may be commingled together, but must be segregated from all other PPP.
CONTAINERS	PPP, in multi stream, in Category 3(a), Category 6 and Category 7 which may be commingled together, but must be segregated from all other PPP
GLASS	PPP in Category 8, segregated stream from all other PPP.

And, to the extent beverage containers as defined in Schedule 1 of the BC Recycling Regulation to the Environmental Management Act (BC) are commingled with In-Scope PPP to be collected by Contractor, such beverage containers shall be deemed to be In-Scope PPP for the purposes of this Statement of Work.

List of Packaging and Printed Product Materials

Material Type	Examples of PPP Accepted	Examples of PPP Not Accepted
A - COMMINGLED FIBRES MATERIAL STREAM		
Category 1 – Printed Papers		
Newspapers	Daily and community newspapers	
Newspaper Inserts	Newsprint advertising inserts and flyers	
Magazines	Daily, weekly, monthly magazines; travel or promotional magazines	
Catalogues	Retailer product catalogues; automotive and real estate guides/catalogues	
Telephone Directories	Phone books; newsprint directories	
Other Printed Media	Notepads; loose leaf paper; non-foil gift wrap	
Residential Printed Paper	White or coloured paper for general use, printers and copiers	
Miscellaneous Printed Papers	Bland and printed envelopes; greeting cards	
Category 2 – Old Corrugated Cardboard (OCC)		
Old Corrugated Cardboard	Grocery store/liquor store boxes; pizza boxes	
Category 3 (b) – Other Paper Packaging (not containing liquids when sold)		

Material Type	Examples of PPP Accepted	Examples of PPP Not Accepted
Old Boxboard (OBB)	Cereal boxes; shoe boxes; tissue boxes; paper towel and toilet paper tubes; detergent boxes	
Wet Strength Boxboard	Carrier boxes for soft drink containers; some frozen food paper packaging	
Moulded Pulp	Egg cartons; formed coffee takeout trays; paper based flower pots	
Kraft Papers	Paper bags	
Polycoated Boxboard	Some frozen food packaging	
B – COMMINGLED CONTAINERS MATERIAL STREAM		
Category 3 (a) – Other Paper Packaging (containing liquids when sold)		
Paper Cup (hot) (polycoated liner)	Non-foam paper cups	
Paper Cup (hot) (biodegradable liner)	Non-foam paper cups	
Paper Cup (cold) (waxed)	Non-foam paper cups	
Paper Cup (cold) (2-sided polycoated)	Non-foam paper cups	
Polycoated Milk Cartons	Milk, soy, rice milk and cream cartons	
Aseptic Containers	Milk, soy, rice milk, cream, soup, broth and sauce containers, typically about 1 litre in size	
Multi-laminated Paper Packaging	Microwavable paper containers; paper bowls/cups for soup	
Category 6 – Other Plastic Packaging		
PETE Bottles (non-beverage)	Salad dressing bottles; edible oil bottles; dish soap or mouthwash bottles; window cleaners	
PETE Jars	Peanut butter containers; wide-mouth jars for nuts	
PETE Clamshells	Bakery trays; pre-made fruit and salad packages; egg cartons	
PETE Trays	Single serve meals; deli and bakery items; housewares and hardware products	
PETE Tubs & Lids	Plastic lids for some containers	
PETE Cold Drink Cups	Take-out drink cups	

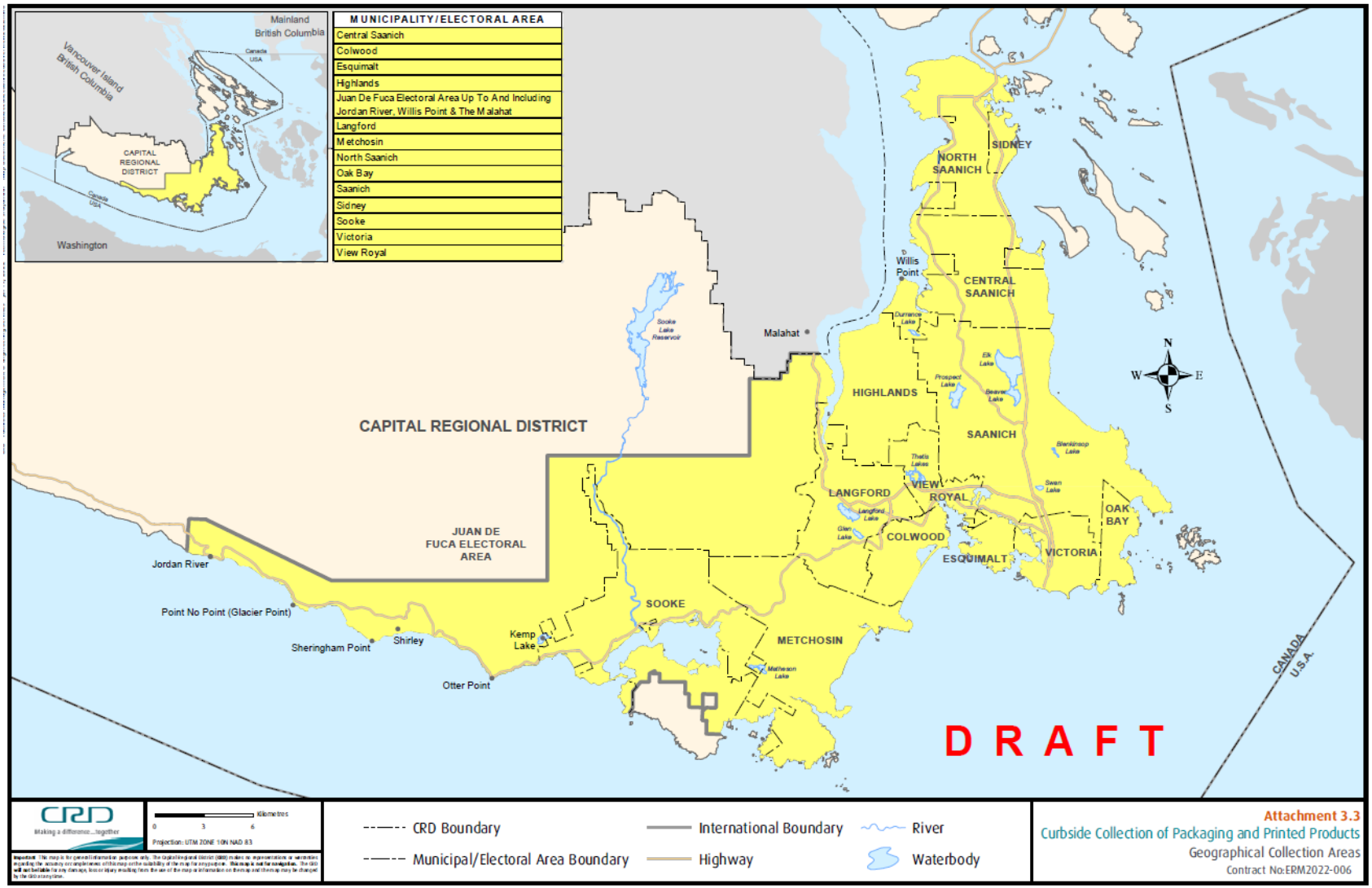
Material Type	Examples of PPP Accepted	Examples of PPP Not Accepted
HDPE Bottles (non-beverage)	Shampoo bottles; milk jugs; spring water containers; bleach containers; vinegar containers; windshield washer fluid containers; pill bottles	
HDPE Jars	Personal care products; pharmaceuticals, vitamin and supplements containers	
HDPE Pails	Laundry detergent, ice cream pails	Pails for lubricants
HDPE Trays	Single serve meals; deli and bakery items; housewares and hardware products	
HDPE Tubs & Lids	Plastic lids for spreads and dairy containers	
HDPE Planter Pots	Plastic garden pots	
PVC Bottles	Water bottles; travel sized personal and hair care product bottles; household and automotive liquids containers	
PVC Jars	Peanut butter containers	
PVC Trays	Housewares and hardware products	
PVC Tubs & Lids	Plastic lids for some containers	
LDPE Bottles (non-beverage)	Hygienic, cosmetics and hair care containers	
LDPE Jars	Cosmetics containers	
LDPE Tubs & Jars	Plastic lids for spreads and dairy containers	
PP Bottles (non-beverage)	Butter and margarine containers; translucent squeeze bottles; travel sized personal and hair care product bottles	
PP Jars	Cosmetics containers	
PP Clamshells	Hinged containers, e.g. sanitary wipes	
PP Trays	Single serve meals; deli and bakery items; housewares and hardware products	
PP Tubs & Lids	Large yogurt tubs; kitty litter containers; ice cream containers	
PP Cold Drink Cups	Some cold drink cups	
PP Planter Pots	Garden planter pots	
PS Bottles (non-beverage)	Pharmaceuticals, vitamin and supplements containers	

Material Type	Examples of PPP Accepted	Examples of PPP Not Accepted
PS Clamshells (rigid)	Clear clamshell containers such as berry, muffin and sandwich containers	
PS Trays (rigid)	Clear rigid trays used for deli foods	
PS Tubs & Lids (rigid)	Dairy product tubs and lids	
PS Tubs & Lids (high impact)	Single serve yogurt containers	
PS Cold Drink Cups (rigid)	Clear rigid plastic drink cups	
PS Planter Pots	Some garden pots and trays	
Other[1] Plastic Bottles (non-beverage)	Bottles without a resin code or with resin code #7	
Other Plastic Jars	Jars without a resin code or with resin code #7	
Other Plastic Clamshells	Clamshells without a resin code or with resin code #7	
Other Plastic Trays	Trays without a resin code or with resin code #7	
Other Plastic Tubs & Lids	Tubs and lids without a resin code or with resin code #7	
Other Plastic Cold Drink Cups	Cold drink cups without a resin code or with resin code #7	
Other Plastic Planter Pots	Planter pots without a resin code or with resin code #7	
Category 7 – Metal Packaging		
Steel Cans (non-beverage)	Steel dog food and vegetable cans; metal lids and closures	
Steel Aerosol Cans	Food spray cans; solvent spray cans	
Spiral Wound Cans (steel ends)	Spiral wound containers for frozen juice, chips, cookie dough, coffee, nuts	
Aluminum Cans (non-beverage)	Cat food and other food cans	
Aluminum Aerosol Cans	Air freshener, deodorant and hairspray containers; food spray cans; wax and polish spray cans	
Aluminum Foil and Foil Containers	Foils wrap; pie plates; aluminum food trays	

[1] "Other" plastic packaging is typically: manufactured from a combination of recycled resins; manufactured with a barrier layer; or, lacking a resin code mark.

Material Type	Examples of PPP Accepted	Examples of PPP Not Accepted
Bimetal Containers/Aerosols	Lubricating oil spray cans; insulating foam spray cans; pesticide spray cans	
C – GLASS PACKAGING MATERIAL STREAM		
Category 8 – Glass Packaging		
Clear Glass Bottles and Jars (non-beverage)	Food containers; ketchup bottles; pickle jars; jam and jelly containers; cosmetic jars	
Coloured Glass Bottles and Jars (non-beverage)	Cooking oils; vinegar bottles; cosmetic containers	

ATTACHMENT 3.3: SERVICE AREA MAP



ATTACHMENT 3.4: SERVICE LEVEL FAILURE CREDITS

Contractor will incur the following Service Level Failure Credits on the following Service Level Failures:

#	Service Level Failure	Service Level Failure Credit
1	Collection before or after the times specified in Section 2.8(d), (e), (f) or (g) of this Agreement, except as expressly permitted in writing by CRD.	$500 per incident (each vehicle on each route is a separate incident)
2	Customer complaints after written notification from CRD to Contractor for failing to replace Containers in designated locations, spilling, not replacing lids, crossing planted areas or similar violations.	$50 per incident, not to exceed $5,000 per vehicle per day.
3	Failure to clean-up or collect spilled materials within two (2) hours.	Twice the cost of clean-up incurred by CRD (if CRD performs the clean-up) and $500 per incident (regardless of who performs the clean-up).
4	Failure to collect a Missed Collection after notification within the times specified in Section 2.8(e).	$100 per incident to a maximum of $5,000 per vehicle per day.
5	Missed Collection of a block segment of Customers (excluding collections prevented by inclement weather pursuant to Section 2.8(g) of this Agreement, but not excluding collections prevented by inoperable vehicles). A “block segment” means one side of a street, between cross-streets, not to exceed fifty (50) houses.	$5,000 per block segment if collection is performed the following collection day; $10,000 if not collected by the following collection day.
6	Rejection of Customer In-Scope PPP without providing documentation to Customer of the reason for rejection.	$100 per incident.
7	Failure to provide a required report pursuant to Section 3.4.1 on time.	$500 per day past deadline.
8	Inaccurate data in a required report pursuant to this Scope of Work.	$5,000 per incident.
9	Failure to maintain clean, sanitary and properly maintained Containers, vehicles and facilities.	$50 per incident, up to maximum of $1,000 per inspection.
10	Failure to meet Customer service answer and on-hold time performance requirements as set out in Section 2.10.3	$100 per Customer contact.
11	Failure to separate Curbside collection of In-Scope PPP from Customers in Service Area from materials collected outside of the Service Area without prior written approval from CRD.	$5,000 per route, plus $4,000 per month until the route is Service Area only or a request for approval has been submitted in writing and has been approved in writing by CRD.
12	Delivery of materials to Designated Post-Collection Service Provider that contain more than 3% by weight of non-PPP Items.	$5,000 per weigh-scale ticketed load but not to exceed in the aggregate in any year: (i) an amount that is equal to 24 loads at the foregoing Service Level Failure Credit amount, or (ii) the total Fees paid or payable to Contractor in the year, whichever is lower. For the purpose of this Service Level Failure, the “**Per Load Amount**” will initially be $5,000, If Contractor

#	Service Level Failure	Service Level Failure Credit
		is required to make one or more payments in respect of this Service Level Failure in respect of any year, the Per Load Amount for the following year will be automatically increased by $5,000 (to a maximum of $20,000). If Contractor is not required to make any payments in respect of this Service Level Failure in respect of a particular year, the Per Load Amount for the following year will be reset at $5,000.
13	A failure to comply with Section 4.6.1 and 4.6.2 of the Agreement or a failure to enact its applicable Business Continuity Plan, on the occurrence of a Labour Disruption.	An equitable reduction in the Fees to reflect the value of any Services not received by CRD plus $5,000 per day of Labour Disruption.
14	Delivery of a load of Category 8 to the Designated Post-Collection Facility that contains more than 1.5% by weight of Not Accepted Materials and other categories of In-Scope PPP (individually or in the aggregate).	The Per Load Amount for each weigh-scale ticketed load that results in a Service Level Failure, provided that the aggregate Service Level Failure Credit for this Service Level Failure in respect of any calendar year shall not exceed 24 times the applicable Per Load Amount.
15	Contractor delivers In-Scope PPP to any location, such as a landfill, incinerator or energy recovery facility, other than the Designated Post-Collection Service Provider without the prior written permission of CRD.	$25,000 per weigh-scale ticketed load.

Procedure for the application of the Service Level Failure Credits shall be as per Recycle BC Procedure attached hereto as Appendix 3.4.1 with respect to the quality of PPP delivered to the Designated Post-Collection Service Provider.

ATTACHMENT 3.4.1: PROCEDURE FOR 3% NON- PACKAGING AND PRINTED PRODUCT SERVICE LEVEL FAILURE CREDIT

Objective

The Packaging and Printed Product (PPP) Stewardship Plan is designed to divert PPP from disposal. Recycle BC's interest is to increase the quantity of PPP collected, and improve the quality of the PPP collected in order to increase the proportion of PPP collected that is directed to recycling. Focusing the PPP collection system on collection of PPP through resident education and communication will, over time, yield a collection system that is more effective at diverting PPP from disposal and delivers good value to BC residents.

This procedure sets out the process to determine if more than 3% non-PPP is present in collected PPP and the steps shat will be implemented should this occur.

Action to Determine the Quantity of Non-PPP in Collected PPP

The quantity of non-PPP in collected PPP will be monitored as part of routine composition audits of PPP set out for collection and PPP received at processing facilities. Recycle BC will supervise all composition audits to determine the quantity of non-PPP in collected PPP. These audits will sort collected materials to identify the types and quantity of non-PPP by weight.

A post-collection service provider may also raise concerns about the quality of PPP received from a collector. If Recycle BC is notified by a post-collection service provider of a possible quality problem, Recycle BC intends to implement a composition audit of the collector's PPP to quantify non-PPP in the collector's collected PPP. If no problem is identified through the audit, no further action will be taken by Recycle BC beyond notification to the collector of the level of non-PPP.

Action if More than 3% Non-PPP are Identified

1. If, as a result of the first composition audit of the collector's PPP, the quantity of non-PPP is identified to be more than 3%, Recycle BC will notify CRD of the results of the composition audit so that the collector can take steps to reduce the quantity of non-PPP.

    a) The collector will have 120 days to take steps to reduce the quantity of non-PPP.

2. After 120 days, Recycle BC will implement a second composition audit.

    a) If the quantity of non-PPP is at or below 3% in the second composition audit, no further action will be taken by CRD/Recycle BC beyond notification to the collector of the level on non-PPP.

3. If the quantity of non-PPP remains above 3% in the second composition audit, Recycle BC will ask the collector to develop and implement a remediation plan.

    a) The collector will, within 90 days, prepare and submit to CRD/Recycle BC for approval a remediation plan designed to reduce the quantity of non-PPP to a level less than 3% by weight.

    b) Following approval of the remediation plan by CRD/Recycle BC, the collector will implement the plan.

4. After 90 days of remediation plan implementation, Recycle BC will implement a third composition audit.

    a) If the quantity of non-PPP in the third composition audit is at or below 3%, no further action will be taken by CRD/Recycle BC beyond notification to the collector of the level of non-PPP.

b) If the quantity of non-PPP in the third composition audit remains above 3% but is declining, the collector will continue to implement the remediation plan to reduce the quantity of non-PPP.

c) If the quantity of non-PPP in the third composition audit remain above 3% but is not declining in comparison to the previous composition audits, the collector will continue to implement the remediation plan to reduce the quantity of non-PPP.

5. In the case of b) and c) above, Recycle BC will implement a fourth composition audit after a further 60 days.

   a) If the quantity of non-PPP is at or below 3% in the fourth composition audit, no further action will be taken by Recycle BC beyond notification to the collector of the level of non-PPP.

   b) If the quantity of non-PPP in the fourth composition audit remains above 3%, MMBC will provide written notice that the next composition audit identifying more than 3% non-PPP may be the basis for applying a service level failure credit. Should Recycle BC implement a service level failure credit, Recycle BC will utilize the data compiled by the sequence of four composition audits to support the decision to apply a service level failure credit.

Service Level Failure Credit Failure for Non-PPP

It is expected that the sequence of the five steps described above would have the effect, in most cases, of service level failure credits not being incurred for approximately the first year of operations.

Attachment 3.4 defines the service level failure as occurring when materials (in a weigh-scale ticketed load) are delivered to a post-collection service provider and contain more than 3% by weight of non-PPP. The amount of the service level failure credit would be determined using the table set out in Attachment 3.4, and all credits under this service level failure will not exceed, in the aggregate, in any year an amount that is equal to 24 loads at the applicable service level failure credit amount, or the total Fees paid or payable to Contractor in the year, whichever is lower.

Collectors can avoid service level failure credits for non-PPP by proactively educating residents about PPP to include in the collection system and non-PPP that should not be included in the collection system. Continuous clear communications will, over time, minimize resident confusion and reduce errors in setting out PPP for collection. Recycle BC will support collectors' efforts to educate residents through its provincial communications strategy.

What is Packaging and Printed Product (PPP)?

PPP is listed in Attachment 3.2 which will be accepted in the PPP collection systems as of May 2014 in the following categories:

- Category 1: Printed Papers
- Category 2: Old Corrugated Cardboard
- Category 3 (a): Other Paper Packaging (containing liquids when sold)
- Category 3 (b): Other Paper Packaging (not containing liquids when sold)
- Category 4: Polyethylene (PE) Film
- Category 5: Polystyrene (PS) Foam Packaging
- Category 6: Other Plastic Packaging
- Category 7: Metal Packaging
- Category 8: Glass Packaging

What is non-PPP?

Non-PPP is defined in each of the Statement of Work for collection services as “anything that is not PPP”.

Non-PPP represents items that are placed by a resident into the PPP collection system in error as a result of misunderstanding or confusion about the scope of the collection program and typically includes:

- Consumer products manufactured from:
  - Paper, some examples of which are paper towelling, paper napkins
  - Metal, some examples of which are hardware, small appliances
  - Plastic, some examples of which are toys, dishware, hoses, plastic cutlery, straws, toner cartridges, single use cameras, CD/DVD cases
  - Glass, some examples of which are dishware, vases, decorative items, mirrors, plate glass
  - Wood, ceramic, crystal, rubber and leather
- Packaging containing hazardous or special waste
- Hardcover and paperback books
- Waxed corrugated cardboard packaging
- Steel gas cylinders
- PETE, PVC, LDPE Stretch ad PP Films
- PET-G packaging
- HDPE pails of 25 litres or more
- LDPE cushion packaging
- PS foam peanuts
- PLA and PHA packaging
- Multi-laminated plastic packaging
- Composite packaging
- Wood, ceramic, crystal, rubber and leather packaging.

For clarity, the following items are not included in “non-PPP’:

- PPP listed in Attachment 3.2;
- Schedule 1 of the BC Recycling Regulations beverage containers placed by residents into the PPP collection system; and
- Steel paint cans placed by residents into the PPP collection system.

Difference between percentage of non-PPP and percentage of processing facility residue

When collected PPP is received at a processing facility, the facility utilizes a combination of manual and mechanical systems to separate the different types of PPP into marketable grades and minimize the presence of non-target material in each marketable grade in order to meet market specifications.

The effectiveness of processing facilities in capturing marketable commodities varies, depending on the sorting equipment utilized and the number of staff manually sorting and monitoring quality. Even the most effective sorting systems miss some PPP which then remains in a mixed stream that must be managed through recovery or disposal. Some facilities reprocess processing residues to capture more marketable materials and ultimately reduce the quantity of residue shipped form the facility.

Processing residue includes:

- PPP that is not marketable because of its condition, e.g., packaging that still contains product, PPP contained inside a plastic bag that was not debagged, PPP that is lodged inside another container (e.g. a plastic bottle inside a metal can, plastic liner remaining in boxboard box);
- PPP that was not manually or mechanically sorted and prepared for shipment to a commodity market; and
- Non-PPP items included in the PPP when collected that were manually or mechanically removed.

Data used to set 3% as the threshold for non-PPP in collected PPP

Recycle BC set a threshold of 3% of non-PPP in collected PPP on the basis of three sources of data:

- Composition audits of collected PPP (prior to processing) from three programs where non-PPP was identified as a separate category. Data from these audits suggested non-PPP represented from 2.25% to 3.2% by weight of collected material.

- Composition audits of processing residues that segregated PPP targeted for collection but not captured during processing, PPP not accepted in the collection system and non-PPP. The PPP targeted for collection but not captured during processing represented from 6.24% to 9.73% while the PPP not accepted in the collection system and non-PPP together represented 3.61% to 4.49%. As some of the PPP not accepted in these collection systems will be accepted in Recycle BC's collection system, the non-PPP portion of the 3.61% to 4.49% was likely 3% or less.

- Unrecyclable PPP that may be included in the PPP set out for collection by residents. While unrecyclable PPP is estimated to be from 2.6% to 3.5% of the total quantity of PPP supplied to residents, only a portion of the non-recyclable PPP is likely to be placed into the PPP collection system by residents in error.

PART 4

PAYMENT FOR COLLECTION SERVICES

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSAL
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PAPER

RFP No. ERM2022-006

PART 4 – PAYMENT FOR COLLECTION SERVICES

1. Payment for Collection Services

   (a) General

   CRD shall pay Contractor, in lawful money of Canada, for the performance of the Agreement, the amounts determined for the Collection Services completed at the unit price submitted for the various items of Collection Services appearing in the Schedule of Prices, hereinafter referred to as the Schedule, subject to the adjustments and conditions provided herein; in the Contract Services Agreement; in the Statement of Collection Services for Collection Services and in the other RFP Documents.

   Any Collection Services called for in the Collection Services or shown or implied or necessary for the completion of the Collection Services called for in the Collection Services, which is not specifically listed as a separate item in the Schedule, shall be deemed incidental to the general purpose of the Agreement and no separate payment shall be made on account of any such Collection Services, but the cost of any such Collection Services shall be included in the tendered unit prices or per tonne prices for the various items of Collection Services appearing in the Schedule of Prices.

   (b) Payment for Collection Services performed under this Agreement shall be made to Contractor by CRD on a Unit basis, dollars per household per year to collect Packaging and Printed Products (PPP) and transport it to the Designated Facility.

   (c) Method of Payment

   At the end of each calendar month and on receipt of an invoice for materials collected and delivered to the Designated Facility, Certificate of Acceptance from the Designated Facility, statutory declaration and on advice from the Manager that the Collection Services have been satisfactorily carried out, CRD will pay Contractor for the Collection Services completed in accordance with the Contract Services Agreement for the month as follows:

   i) Monthly payment will be the:
      a. total of the number of Households (Units) serviced in the Geographical Collection Area multiplied by one twelfth of the unit price listed in the Schedule of Prices, attached hereto.

   ii) The gross payment amount for each month will be reduced by the Service Level Failure Credits, set out in Attachment 3.4 of Part 3 - Statement of Work, levied against Contractor.

(d) Annual Adjustments

Prices per Household and Number of Households

There shall be no annual or any adjustments to the unit price tendered for the term of the Contract. However, the household count of dwellings to be serviced shall be adjusted annually by the CRD beginning in 2025 using addresses and data dwelling unit counts provided by the BC Assessment Authority for the previous year. This data shall be cross referenced with the Contractor's collection routes to ensure only those serviced areas are included. Only multi-unit dwellings with four or less units shall be included. The total dwelling unit count shall be tabulated by the BC Assessment Authority Actual Use Code and by municipality to provide total counts.

CRD may, at its sole discretion, add or delete Households from the Geographical Collection Area during the Term of the Agreement.

Recycle BC is committed to reviewing the financial incentive rates it pays the CRD and other local government residential recycling service providers, under contract to Recycle BC for the collection of PPP. Should Recycle BC resolve to increase its payment rates to the CRD at any point during the term of the Agreement, the per household unit prices payable by the CRD under this Agreement, will be increased at the same time and by the same dollar amount increase to the CRD rates from Recycle BC.

2. Payment Withheld

Upon receipt of a certificate in writing from the Manager stating that, in his opinion, justification exists and stating the basis and the amount of such deduction, CRD may withhold or nullify, on written notice to Contractor specifying the ground or grounds relied on, the whole or part of any progress payment to the extent necessary to protect himself from loss on account of one (1) or more of the following:

(a) That Contractor has failed to perform the Collection Services in accordance with the Agreement.

(b) That Contractor is failing to make prompt payments as they become due to Subcontractors or for equipment, labour or supplies.

(c) That there exist unsatisfied claims for damages caused by Contractor to anyone employed in connection with the Collection Services.

(d) That Contractor has not submitted a Statutory Declaration for each monthly progress payment in the form required under the Agreement.

(e) That the Collection Services are interrupted due to strikes, lockouts or any other labour dispute.

Where Subcontractors or suppliers of materials, equipment or labour are not receiving prompt payment, CRD may make payment to such Subcontractors or suppliers directly and deduct the amount of such payments from amounts otherwise due to Contractor.

PART 5

CONTRACT SERVICES AGREEMENT

(SAMPLE)

CAPITAL REGIONAL DISTRICT

REQUEST FOR PROPOSALS
CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS
RFP No. ERM2022-006

CONTRACT SERVICES AGREEMENT

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CAPITAL REGIONAL DISTRICT

CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS

CONTRACT ERM2022-006

Note: This Contract is a sample only and is subject to negotiation. A Final Contract will reflect actual services, prices and duration proposed by the successful Proponent and accepted by the Capital Regional District subject to Board approval.

Month / Year

Contract Services Agreement

This Contract Agreement (this "Agreement") is entered into as of the ___ day of _____, 20__ (Effective Date")

BETWEEN:

CAPITAL REGIONAL DISTRICT ("OWNER") OR ("CRD")

AND:

XXXXXXXXXXXXX ("CONTRACTOR")

RECITALS:

A. CRD has entered into an Agreement with Recycle BC, the Stewardship Agency responsible for managing Packaging and Printed Products (PPP) under the BC Recycling Regulation, to manage the collection of PPP from Households within the capital region.

B. CRD called for proposals for the provision of services for RFP No.ERM2022-006, Curbside Collection of Packaging and Printed Products, (the "**Program**"), and Contractor in reply submitted a proposal dated {DATE}.

C. CRD has agreed to engage Contractor and Contractor has agreed to provide the services described in Part 3 – SOW for Collection Services (the "**Services**") to CRD in respect of the Program on the terms and conditions set out in this Agreement.

In consideration of the mutual covenants and obligations contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, CRD and Contractor agree as follows:

1. Contractor shall:

i) Be and assume the responsibilities of the Prime Contractor as defined in the Workers' Compensation Act of the Province of British Columbia, and note this fact on the Notice of Project submitted to WorkSafeBC, and comply with the provisions and amendments thereto of the Workers' Compensation Act of the Province of British Columbia, the WorkSafeBC Occupational Health and Safety Regulation and all other applicable federal, provincial, regional, and municipal enactments, laws, regulations, ordinances, codes, policies and procedures.

ii) Provide all necessary labour, supervision and equipment and perform all work, and fulfill everything as set forth and in strict accordance with the Contract Documents and Addenda numbered _____ for the project entitled "Curbside Collection of Packaging and Printed Products," Contract ERM2022-006.

iii) Commence the Work specified in the SOW of the Contract at 5:30 am PST on 01 January 2024 and continue with the work of the Contract for a period of six (6) consecutive years until 10:00 pm PST 31 December 2029.

2. The Owner will pay to Contractor as full compensation for the performance and fulfilment of this Contract, the sum or sums of money specified in Part 4 – Payment for Collection Services in the manner and at the times specified in the Agreement Documents.

3. The Request for Proposals, Instructions to Proponents, executed Form of Proposal, Schedule of Prices, SOW for Collection Services, Payment for Collection Services, Attachments, Appendices and all Addenda incorporated herein, are annexed hereto and form a part of this Agreement as fully to all intents and purposes as though recited in full herein, and the whole shall constitute the Agreement between the parties, and it shall inure to the benefit of and be binding upon them and their successors, executors, administrators and assigns.

4. No implied contract of any kind whatsoever, by or on behalf of the Owner, shall arise or be implied from anything contained in this Agreement or from any position or situation of the parties at any time, it being understood and agreed that the express contracts, covenants and agreements contained herein and made by the parties hereto are and shall be the only contracts, covenants and agreements on which any rights against the Owner may be founded.

5. Subject to Article 3, this Agreement shall supersede all communications, negotiations and agreements, either written or verbal, made between the parties hereto in respect of matters pertaining to this Agreement prior to the execution and delivery hereof.

SECTION 1. INTERPRETATION

1.1 Definitions

In this Agreement, the following terms will have the following meanings:

"**Affiliate**" means any entity controlled by, controlling, or under common control with a party.

"**Agreement**" means the executed Contract Services Agreement including all Parts and Attachments of the RFP.

"**Applicable Law**" means any domestic or foreign law, rule, enactment, statute, subordinate legislation, regulation, bylaw, order, ordinance, protocol, code, guideline, treaty, policy, notice, direction or judicial, arbitral, administrative, ministerial or departmental judgment, award, decree, treaty, directive or other requirement of guideline published or in force at any time during the Term which applies to or is otherwise intended to govern or regulate any person (including any party), property, transaction, activity, event or other matter, including any rule, order, judgment, directive or other requirement or guideline issued by any governmental or regulatory authority.

"**Business Day**" means any day other than a Saturday, Sunday or statutory holiday in the Province of British Columbia.

"Capital Regional District" or **"CRD"** or **"Owner"** shall include its selected and appointed officers, employees, servants and agents.

"**Change**" has the meaning set out in Section 2.2.1.

"**Change Request**" has the meaning set out in Section 2.2.1.

"**Change Response**" has the meaning set out in Section 2.2.4.

SAMPLE

"**Confidential Information**" means information of or relating to a party (the "Disclosing Party") that has or will come into the possession or knowledge of the other party (the "Receiving Party") whether such information is or has been conveyed verbally or in written or other tangible form, and whether such information is acquired directly or indirectly such as in the course of discussion or other investigations by the Receiving Party, that: (a) where CRD is the Disclosing Party, is and information of CRD or relating to its business or affairs including technical, financial and business information, ideas, concepts or know-how, Services performance and Services delivery reporting information, and the terms of this Agreement: and (B) where Contractor is the Disclosing Party, is limited to financial information of Contractor. However, Confidential Information does not include information that: (i) was already known to the receiving Party, without obligation to keep it confidential, at the time of its receipt from the Disclosing Party; or (ii) is or becomes available to the public other than as a result of a breach hereof by the Receiving Party; provided that the foregoing exceptions will not apply with respect to any personal information that is subject to privacy laws.

"**Contract**" or **"Contract Documents"** or **"Agreement"** means the entire Contract Services Agreement between the Capital Regional District and the Contractor or Contractors selected to provide all or part of the Collection Services in one or more Geographical Collection Areas and, in each case, includes the Request for Proposals comprised of the Instructions to Proponents (Part 1), Form of Proposal (Part 2), Statement of Work (Part 3), Payment for Collection Services (Part 4), Contract Services Agreement (Part 5), Schedules, Appendices, Attachments and Addenda, all as may be modified or amended In accordance with the terms of this RFP.

"Contractor" shall mean the successful Proponent or Proponents and the person who enters into the Contract with the Owner, including its appointed officers, employees, servants and agents.

"**CRD Policies and Standards**" has the meaning set out in Section 4.2.

"**Dispute**" has the meaning set out in Section 14.1.

"**Effective Date**" has the meaning set out on the first page of this Agreement.

"**Fees**" has the meaning set out in Section 5.1.

"First Year Contract Value" means Proponent's price to be paid by CRD over the first twelve (12) month period of the Contract, including GST.

"**Force Majeure**" has the meaning set out in Section 15.3.

"**Intellectual Property Rights**" means inventions, patents, copyrights, trademarks, industrial designs, integrated circuit topography rights, know-how, trade secrets, confidential information, and any other intellectual property rights whether registered or unregistered, and including rights in any application for any of the foregoing.

"**Labour Disruption**" has the meaning set out in Section 4.6.1.

"Other Contractor" means any person, firm or corporation employed by the Owner other than through the Contractor.

"Owner" means the Capital Regional District (CRD) or the Regional District.

"**Packaging and Printed Products**" or "**PPP**" has the meaning set out in Part 3 – Statement of Work, Attachment 3.2, as may be updated by CRD pursuant to Section 4.2.

"**Recycle BC**" means the not-for-profit stewardship agency responsible for the management of Packaging and Printed Products (PPP) to whom CRD is contracted to manage PPP within the Geographical Collection Area.

SAMPLE

"**Service Commencement Date**" means 01 January 2024.

"**Service Levels**" has the meaning set out in Section 4.4.1.

"**Service Level Failure**" has the meaning set out in Section 4.4.

"**Service Level Failure Credit**" has the meaning set out in Part 3 – Statement of Work, Attachment 3.4.

"**Services**" has the meaning set out in Section 2.1, including the delivery of any Work Product.

"**SOW Term**" has the meaning set out in Section 3.2.

"**Statement of Work**" means a statement of work attached hereto or as may from time to time be issued hereunder.

"Subcontractor" means any person engaged by the Contractor or another subcontractor to perform or provide part or parts of the Work intended to be incorporated into the completed Works, but does not include a worker or a person engaged by an architect or Manager.

"**Term**" has the meaning set out in Section 3.1.

"Work" or **"Works"** means, unless the context otherwise requires, the whole of the work, equipment, labour, matters and things required to be done, furnished, and performed by Contractor under the Contract.

"**Work Product**" means the deliverables to be created or provided to CRD by Contractor pursuant to any Statement of Work and any data, records, and reports that have been prepared, created, written or recorded in performance of the Services, whether by Contractor, CRD, or Contractor and CRD together.

"Year" means a period of time of twelve (12) consecutive months.

1.2 Interpretation

1.2.1 Including - Where the word "including" or "includes" is used in this Agreement, it means "including (or includes) without limitation".

1.2.2 Technical Terms - Any capitalized term used in this Agreement that is not defined in Section 1.1 or elsewhere in this Agreement will have the generally accepted industry or technical meaning given to such term.

1.2.3 Number, Gender, and Persons - In this Agreement, words importing the singular number will include the plural and vice versa, and words importing the use of any gender will include the masculine, feminine and neuter genders and the word "person will include an individual, a trust, a partnership, a body corporate, an association or other incorporated or unincorporated organization or entity.

1.2.4 Headings - The headings in this Agreement are solely for convenience of reference and will not be used for purposes of interpreting or construing the provisions hereof.

1.2.5 Currency - Unless otherwise provided for herein, all monetary amounts referred to herein will refer to the lawful money of Canada.

1.2.6 Calculation of Time - When calculating the period of time within which or following which any act is to be done or step taken pursuant to this Agreement, the date which is the reference date in calculating such period will be excluded. If the last day of such period is not a Business Day, then the time period in question will end on the first Business Day following such non-Business Day.

SAMPLE

1.2.7 Legislation References - Any references in this Agreement to any law, by-law, rule, regulation, order or act of any government, governmental body or other regulatory body, including any Applicable Law, will be construed as a reference thereto as amended or re-enacted from time to time or as a reference to any successor thereto.

1.3 Attachments

As of the Effective Date, the following Parts form part of this Agreement:

Attachment	Description
Part 1	Instructions to Proponent
Part 2	Form of Proposal
Part 3	Statement of Work for Collection Services
Part 4	Payment for Collection Services

1.4 Priority

In case of any inconsistency or conflict between the provisions of the Contract Documents, the provisions of such documents and addenda thereto will take precedence and govern in the following order:

a) Contract Services Agreement Between the Owner and Contractor
b) Statement of Work for Collection Services
c) Attachments, Appendices, Schedules and Addenda
d) Form of Proposal
e) Instructions to Proponents
f) Invitation to Submit Proposals
g) All other documents

Neither party to the Contract shall take advantage of any apparent error or omission in the specifications, but the Manager shall be permitted to make such corrections and interpretation as may be necessary for fulfilment of the intent of the Collection Services. Any work not herein specified but which may be fairly implied as included in the Contract, of which the Manager shall be the judge, shall be done or furnished by Contractor at his expense as if such work had been specified.

Any discrepancies, errors or omissions found in the specifications shall immediately be reported to the Manager, who shall promptly correct such error or omission in writing. Any work done after discovery of such discrepancies, errors or omissions shall be done at Contractor's risk.

SECTION 2. SCOPE OF SERVICES

2.1 Services

Contractor will perform the Services set out in the SOW (for Collection Services), and any services that are inherent, necessary, or customarily provided as part of those services (collectively, the "Collection Services"), all in accordance with the terms and conditions of this Agreement when mutually accepted and duly executed by both parties.

2.2 Changes

2.2.1 An authorized CRD representative may, at any time and from time to time, request additions, deletions, amendments or any other changes to the SOW (a "Change") by issuing a "Change

SAMPLE

Request." For clarity, a Change Request may not solely consist of a request to change the Fees under a SOW; the Fees under a SOW may only be changed under the Change process in this Section 2.2, as agreed by the parties in the executed change order, to reflect, or as a result of, a Change to other rights or obligations under the SOW or as otherwise set out in the SOW.

2.2.2 For a Change Request affecting the administration of this Agreement, Contractor will provide an initial response within five (5) Business Days of receipt of a Change Request indicating whether it is, in accordance with Section 2.2.7, able to comply with the Change Request. If Contractor is unable to comply with the Change Request, the parties will, on CRD's request, meet to discuss, in good faith, why Contractor is unable to comply with the Change Request.

2.2.3 For any other Change Request, Contractor will provide an initial response within fifteen (15) Business Days of receipt of a Change Request indicating whether it is, in accordance with Section 2.2.7, able to comply with the Change Request. If Contractor is unable to comply with the Change Request, the parties will, on CRD's request, meet to discuss, in good faith, why Contractor is unable to comply with the Change Request.

2.2.4 Where Contractor is, in accordance with Section 2.2.7, able to comply with the Change Request, Contractor will provide a further, more detailed, response (a "Change Response") within ten (10) calendar days of providing its initial response, and such Change Response will include details of any costs or other changes required to this Agreement to comply with the Change Request.

2.2.5 Contractor may request a Change by delivering a Change Request, together with a Change Response, to CRD.

2.2.6 If CRD, in its discretion, accepts the Change Response, an authorized CRD representative will provide Contractor with written approval of CRD's acceptance in the form of an executed change order. If CRD does not accept a Change Response, the parties will, on CRD's request, negotiate in good faith the terms pursuant to which the parties may agree to implement the Change. Contractor will not make any Change to any SOW without CRD's prior written approval.

2.2.7 Contractor acknowledges that CRD may be dependent on Contractor for the Services, and Contractor agrees that Contractor will not be entitled to refuse to provide a Change Response under Section 2.2.2 or 2.2.3 unless it is not technically possible for Contractor to carry it out.

2.2.8 Contractor will make requested Changes at no additional charge to CRD unless implementing the Change will require Contractor to incur material additional costs, in which case Contractor will deal transparently with CRD, including that Contractor will make available to CRD all supporting information and documentation reasonably requested by CRD that relates to the pricing of the proposed Change.

2.3 Non-Exclusive

This Agreement will not grant Contractor exclusivity of supply unless expressly stated otherwise, with reference to this Section (and in no event will the scope of such exclusivity extend beyond the scope of Services set out in the SOW).

SECTION 3. DURATION

3.1 Term of Agreement

This Agreement will commence on the Effective Date and will continue until 31 December 2029.

SAMPLE

3.2 Term of Statement of Work

The Services under the SOW will commence on 01 January 2024, and will continue until 31 December 2029.

SECTION 4. SERVICE STANDARDS

4.1 Performance

Contractor warrants that Contractor will perform, or cause to be performed (including through appropriate supervision and inspection), the Services and otherwise fulfill its obligations hereunder honestly and in good faith, exercising reasonable skill, care and diligence, in accordance with recognized professional and North American industry standards, practices, and methods, in a timely manner and in accordance with the terms and conditions of this Agreement, having regard for the concerns, needs, and interests of residents and the environment.

4.2 Contractor to Comply with CRD Policies and Standards

Contractor will comply at all times with all terms and requirements set out in the policies and standards as such policies and standards may be updated by CRD from time to time, and such other policies and standards that CRD brings to the attention of Contractor from time to time (collectively, **"CRD Policies and Standards").** Notice of updating of, or new, CRD Policies and Standards may be made by CRD by email to the address set out in Section 15.5 (as such address may be updated pursuant to Section 15.5) and, notwithstanding Section 15.5, such notice will be deemed duly given when so e-mailed, without the need to confirm receipt. If compliance with updated or new CRD Policies and Standards would require a Change and would require Contractor to incur material additional costs, then Contractor may request a Change pursuant to Section 2.2.5 for the implementation of the updated or new CRD Policies and Standards; provided that Contractor must make any such request within thirty (30) days of CRD providing notice of the updated or new CRD Policies and Standards.

4.3 Compliance with Law

Contractor will perform its obligations under this Agreement in a manner that complies with all Applicable Laws, including:

a) the *British Columbia Employment Standards Act;*

b) the *Workers' Compensation Act of the Province of British Columbia* and the *Occupational Health and Safety Regulations* thereunder; and

c) the *Environmental Management Act.*

4.4 Service Levels

4.4.1 Contractor will continuously monitor the Service in order to identify, measure and report and correct problems and to ensure that Contractor is meeting or exceeding the following service levels (the **"Service Levels"):**

a) all Service Levels set out in this Agreement, including in the SOW;

b) Contractor will, at a minimum, continue to meet the existing Service Levels achieved by current Curbside Collection service provider prior to the start of the Service Commencement Date (but only to the extent they do not conflict with the scope of Service, or the obligations, set out in the SOW); and

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c) all performance levels and measurements for such Service or component that are industry best practices;

provided that, in the event of a conflict between any service levels, the highest service level standard will apply. Contractor will notify CRD in writing immediately if Contractor knows that Contractor has failed, or believes Contractor will fail, to achieve a Service Level.

4.4.2 Contractor recognizes that Contractor's failure to meet a Service Level will have a material adverse impact on the business and operations of CRD and that damages resulting from Contractor's failure to meet a Service Level may not be capable of precise determination. As such (and without limiting CRD's rights or remedies), CRD will be entitled to any express remedies for Contractor's failure to meet a Service Level (each such failure a **"Service Level Failure")** that may be set out in Attachment 3.4 or the SOW. Contractor agrees that it is obligated to meet all Service Levels, even if no express remedy for a failure to meet such Service Level is provided in Attachment 3.4 or in a SOW.

4.4.3 Upon CRD's request, and in any event at least once per month, CRD will meet with Contractor (which meeting may be in person or by phone as determined by CRD) to review and discuss Contractor's performance level of the Services and Service Levels, and any or contract related issues.

4.5 Contingency Planning

Without limiting Contractor's liability for performance of its obligations under this Agreement, Contractor will implement and maintain throughout the Term such contingency measures as may be appropriate, in CRD's sole discretion (acting reasonably), including a comprehensive business continuity plan (the **"Business Continuity Plan"),** to continue the performance of its obligations under this Agreement under various scenarios including equipment failure, fuel shortage, strike, road closures (including due to weather, construction or otherwise), fire, pandemic, quarantine, and natural disasters. CRD will have the right, upon demand from time to time, to review the Business Continuity Plan. Contractor will update its Business Continuity Plan at least once each year and in the event of any material change in operations or circumstance. Contractor will invoke its Business Continuity Plan where necessary due to any incident or event, including an event of Force Majeure that has the potential to have a material impact on Contractor's ability to provide any material part of the Services for any material period of time, or upon the request of CRD. Without limiting Contractors' obligations under this Agreement, whenever an incident or event that invokes the Business Continuity Plan also impacts other services provided by Contractor, and as a result Contractor is allocating resources or implementing temporary service changes or workarounds, Contractor will treat CRD and the Services no less favourably than any of its other customers, in each case in the allocation of such resources or in the implementation of such temporary service changes or workarounds.

4.6 Labour Disruption

4.6.1 Contractor will provide CRD with at least thirty (30) days prior written notice of the expiration of any labour agreement(s) and Contractor will include, with such notice, an assessment of the likelihood of a Labour Disruption (as defined below).

4.6.2 In the event that a labour disruption of any kind causes a reduction in Service Levels (a **"Labour Disruption"),** Contractor will inform CRD within four (4) hours by phone and e-mail of the nature and scope of the disruption, as well as Contractor's immediate plans to invoke any or all of its Business Continuity Plan.

4.6.3 Without limiting Contractor's obligations under this Agreement, where a Labour Disruption also impacts other services provided by Contractor, and as a result Contractor is allocating resources or implementing temporary service changes or workarounds, Contractor will treat CRD and the Services no less favourably than any other services it provides, or any of its other customers, in the allocation of such resources or in the implementation of such temporary service changes or

SAMPLE

workarounds (for example, if Contractor provides collection Services hereunder and other collection services, and Contractor proposed to provide temporary drop-off sites in respect of its other collection services, then Contractor will also provide such sites in respect of the Services hereunder).

4.6.4 CRD will have the right to make an equitable reduction to any Fees to reflect the value of any Services not received by CRD due to a Labour Disruption.

4.6.5 In the event that a Labour Disruption lasts more than seven (7) days, and for so long as the Labour Disruption continues, CRD will have the right to terminate this Agreement for cause, immediately upon delivery of written notice of termination by CRD to Contractor.

4.7 CRD Right to Correct Deficiencies

Upon failure of Contractor to perform the Work in accordance with the Agreement, CRD may, without notice and without prejudice to any other remedy he may have, correct such deficiencies. The cost of work performed by CRD in correcting deficiencies shall be paid by Contractor or may be deducted from monies payable to Contractor.

SECTION 5. PAYMENT

5.1 Fees

In consideration of the complete and proper fulfillment of Contractor's obligations in accordance with the terms and conditions of this Agreement, CRD will pay Contractor the amounts set forth in any SOW the fees as set out in Part 4 – Payment for Collection Services (the **"Fees").** Except as expressly set out in a SOW, there will be no other amounts payable by CRD to Contractor in respect of the Services or this Agreement, including any amounts for expenses or costs of travel, personnel, fuel, equipment or facilities relating to the Services or this Agreement.

5.2. Set-Off

CRD may set-off and deduct from any amounts payable to Contractor: (a) any amounts owing by Contractor to CRD pursuant to this Agreement or any other agreement between Contractor and CRD, including any Service Level Failure Credits; and (b) any costs incurred by CRD in collecting any amounts owing by Contractor to CRD pursuant to this Agreement or any other agreement between the parties. The failure by CRD to set-off or deduct any amount from an invoiced payment will not constitute a waiver of CRD's right to set-off, deduct or collect such amount.

5.3 Invoicing

5.3.1 Submission of Claim - Unless otherwise set out in the SOW, Contractor will submit claims using CRD claims reporting portal, or through such other method as CRD may designate. CRD will review submitted claims and will issue a purchase order to Contractor for valid approved claims.

5.3.2 Generation of Invoice - After receipt of a purchase order from CRD, Contractor will invoice CRD for the validated claim, with reference to the issued purchase order; provided that CRD may, at its discretion, choose to issue payment to Contractor based on the approved purchase order without the need for Contractor to submit an invoice. Where invoices are required by CRD, Contractor will invoice CRD using the contact information provided by CRD for such purpose (as may be updated by CRD from time to time).

5.3.3 Late Submission - Contractor must submit all claims within thirty (30) days of the performance of the applicable Services, and all invoices (where required to be submitted by CRD) within thirty (30) days of the purchase order date. In no event will CRD be liable for payment of any claim submitted

SAMPLE

more than ninety (90) days after the performance of the applicable Services, or payment of any invoice submitted more than ninety (90) days after the purchase order date.

5.3.4 Statutory Declarations - Contractor shall, prior to receiving payment on each progress certificate, provide to CRD a Statutory Declaration, in a form approved by CRD, stating that "all employees, subcontractors and suppliers used in connection with the Work have been fully paid and satisfied by Contractor, and that all fees and assessments have been paid or are in good standing, and that there is no claim outstanding or pending in respect of the Work carried out and that no lien has been filed against CRD's lands or against any materials or equipment for Work done under the Contract."

5.4 Taxes

Except where otherwise noted, the Fees exclude goods and services taxes (GST) that may be lawfully imposed upon the Services where Contractor clearly and separately itemizes such taxes on Contractor's invoice to CRD. CRD will pay and Contractor will remit such taxes to the appropriate taxing authority. On request, Contractor will provide reasonable assistance to CRD to challenge the validity of any tax imposed on it due to this Agreement. If it is determined that CRD paid Contractor an amount for tax that was not due, Contractor will refund the amount (plus any interest earned on it) to CRD. The parties will cooperate with each other to enable each party to determine its tax liabilities accurately and to reduce such liabilities to the extent permitted by Applicable Law.

5.5 Withholding Taxes

CRD may deduct or withhold from any payment(s) made to Contractor any amount that CRD is required to deduct or withhold in accordance with Applicable Law, including administrative practice **("Withheld Taxes")** and will remit such Withheld Taxes to the appropriate taxing authority in a timely manner. All such Withheld Taxes will be treated as having been paid to Contractor by CRD.

5.6 Payment

Subject to the terms and conditions of this Agreement, CRD will pay Contractor, via electronic funds transfer or by cheque, the undisputed Fees for the Services as set out in Part 4 – Payment for Collection Services within thirty (30) days of the invoice date. Contractor will provide CRD with complete and accurate billing and contact information, including all information required by CRD to effect electronic funds transfers and a billing email address to which CRD may send submission reports and purchase orders. Contractor will promptly provide CRD with any updates to such billing and contact information.

5.7 No Volume Commitment

Notwithstanding anything to the contrary in the Agreement, Contractor acknowledges that CRD makes no representation or warranty as to the nature, timing, quality, quantity or volume of Services required from Contractor under this Agreement or the compensation that may be earned by Contractor, including as to any amounts of materials to be collected or managed through post-collection services by a Contractor.

SECTION 6. PERSONNEL

6.1 Suitable Personnel

Upon CRD's request, Contractor will promptly investigate any written complaint from CRD regarding any unsatisfactory performance by any of Contractor's personnel (including employees of a Contractor or agent) and take immediate corrective action. If the offending conduct is repeated, and Contractor is not restricted by a collective agreement from doing so, CRD may require that such person be removed from all performance of additional work for CRD. Removal of such person will be addressed by Contractor immediately.

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6.2 Key Personnel

Contractor must (a) employ those people described as key personnel **("Key Personnel")** and ensure that the Key Personnel maintain those roles; not replace any Key Personnel without CRD's prior informed consent unless the person: (i) dies, becomes ill or incapacitated so as to be unable to perform their role; (ii) is terminated for cause or just cause; or (iii) resigns from Contractor's employment (other than to be employed by an associated entity of Contractor); and (c) ensure that any people replacing Key Personnel with the consent of CRD, have at least equivalent ability, experience and expertise as the Key Personnel replaced.

6.3 Subcontracting

Contractor will not delegate or subcontract all or any part of Contractor's obligations under this Agreement to anyone without the prior written consent of CRD (not to be unreasonably withheld), including that CRD's prior written consent is required by Contractor to continue to delegate or subcontract to a person following a change in control (including a sale of all or substantially all assets) of such person. The delegation or subcontracting of all or any part of Contractor's obligations under this Agreement will not relieve Contractor from any obligation or liability hereunder. Any breach of this Agreement by any delegate or Contractor will be deemed to be a breach of this Agreement by Contractor.

SECTION 7. REPORTING AND AUDIT

7.1 Record Keeping

During the Term and thereafter until the later of three (3) years (or such longer period as may be required by Applicable Law) or the date all disputes or other matters relating to this Agreement are resolved, Contractor will keep and maintain complete and accurate data, records, and documents in accordance with generally accepted accounting principles consistently applied to support and document all claims and amounts becoming payable to Contractor by CRD hereunder, and all data, records, and documents relating to the performance of the Services, and compliance with Contractor's obligations under this Agreement.

7.2 Reporting

In addition to any other reporting obligations under this Agreement, Contractor will provide the following reporting to CRD:

a) at least every two (2) weeks (or such other period as may be set out in a SOW), Contractor will report, through CRD's claims reporting portal, or through such other method as CRD may designate, the reporting information set out in the applicable SOW for Services performed. Such reporting may include applicable sites; amount, type, or weight of materials; and service dates;

b) upon such frequency as CRD may request (but not more frequently than monthly), reports pertaining to the performance of the Services and Contractor's other obligations under this Agreement reasonably sufficient to permit CRD to monitor and manage Contractor's performance; and

c) such additional reports as CRD may reasonably identify from time to time to be generated and delivered by Contractor on an ad hoc or periodic basis.

7.3 Audit

7.3.1 Without limiting any other audit right, during the Term and for the period Contractor is required to comply with Section 7.1, CRD (or its audit representative) will have the right upon reasonable prior written notice to audit and inspect: (a) any site, facility, vehicle, or equipment relating to the performance of the Services; and (b) all data, records, documentation and other information of Contractor relating to this Agreement or the Services, in order to verify Contractor's performance and compliance with its obligations under this Agreement, including that CRD (or its audit

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representative) may conduct a financial audit to verify the amounts paid or payable by CRD hereunder. If any audit reveals that CRD has been overbilled, Contractor will reimburse the overcharged amount to CRD with interest at prime plus 1%. If the overbilled amount exceeds five percent of the total amounts charged during the time period audited, Contractor will bear all of CRD's costs in relation to such audit.

7.3.2 Without limiting any other audit right, during the Term and for the period Contractor is required to comply with Section 7.1, Contractor will make the data, records, and documents retained pursuant to Section 7.1 available for inspection or audit by CRD (or its audit representative) upon CRD's request.

7.3.3 Without limiting any other audit right, during the Term CRD (or its audit representative) may conduct composition studies, without notice, of any materials collected, transported, processed, or otherwise handled under this Agreement, at any stage of the Services and regardless of the location of such materials.

7.3.4 Contractor will co-operate with and provide to CRD (or its audit representative) such reasonable assistance as they require in order to exercise the rights set out in this Section 7.3. Contractor will ensure that it has agreements in place with all Subcontractors to enable CRD (or its audit representative) to directly exercise the audit rights under this Section 7.3 in respect of such Subcontractor.

SECTION 8. REPRESENTATIONS AND WARRANTIES

8.1 Contractor Representations and Warranties

Contractor represents and warrants to and covenants with CRD that:

a) it is duly incorporated, validly existing, and in good standing under the laws of its jurisdiction of incorporation, and is duly qualified to do business in all jurisdictions in which qualification is necessary in order to transact its business and perform its obligations set out in this Agreement;

b) it has full power, authority and right to execute and deliver this Agreement, to make the representations, warranties and covenants set out herein, and to perform its obligations under this Agreement in accordance with its terms. This Agreement has been validly executed by an authorized representative of Contractor, and constitutes a valid and legally binding and enforceable obligation of Contractor;

c) it has and will, at its own expense, procure all permits, certificates and licences required by Applicable Law for the performance of the Services;

d) the representations, warranties, covenants, claims, inducements and agreements made by Contractor in Contractor's written response to any procurement process related to the Services or this Agreement are true and correct as of the Effective Date, including those in any proposal submitted in response to a request for proposals and any statements or claims in any completed and submitted questionnaire in response to any offer of a collection financial incentive; and

e) it has not given and will not give commissions, payments, kickbacks, gifts, lavish or extensive entertainment or other inducements of more than minimal value to any employee or agent of CRD in connection with this Agreement and, to the best of its knowledge, no officer, director, employee, agent or representative of Contractor has given any such commissions, payments, kickbacks, gifts, entertainment or other inducements to any employee or agent of CRD.

SAMPLE

SECTION 9. CONFIDENTIALITY

9.1 Confidentiality Covenant

The Receiving Party will: (i) take all measures reasonably required to maintain the confidentiality and security of the Confidential Information of the Disclosing Party; (ii) not use or reproduce Confidential Information for any purpose, other than as reasonably required to exercise or perform its rights or obligations under this Agreement; (iii) not disclose any Confidential Information other than to employees, agents or Subcontractors of the Receiving Party **("Representatives")** to the extent, and only to the extent, they have a need to know the Confidential Information in order for Receiving Party to exercise its rights or perform its obligations under this Agreement and who are bound by a legal obligation to protect the received Confidential Information from unauthorized use or disclosure; and (iv) be responsible for any breach of this Agreement by any of its Representatives.

9.2 Legal Requirement

Notwithstanding Section 9.1, the Receiving Party may disclose Confidential Information of the Disclosing Party to the extent required by a court of competent jurisdiction or other governmental authority or otherwise as required by Applicable Law, provided that, unless prohibited by Applicable Law, the Receiving Party gives the Disclosing Party an opportunity to oppose the disclosure or to seek a protective order protecting such Confidential Information prior to any such disclosure.

9.3 Return of Confidential Information

Upon expiry or termination of this Agreement, or upon request by the Disclosing Party, the Receiving Party will return to the Disclosing Party, or irrecoverably destroy, any Confidential Information of the Disclosing Party.

9.4 Privacy Laws

Contractor will not access, collect, use, disclose, dispose of or otherwise handle information of or about individuals that is subject to Applicable Laws relating to *Freedom of Information and Protection of Privacy Act* **("Privacy Laws")** in the performance of its obligations under this Agreement, except: (a) to the extent necessary to perform the Service; (b) in accordance with all Privacy Laws; and (b) in a manner that enables CRD to comply with all Privacy Laws, including that Contractor will obtain appropriate consents from the applicable individuals to allow Contractor and CRD to exercise their rights and to perform their obligations under this Agreement as they relate to such information. Unless prohibited by Applicable Law, Contractor will immediately notify CRD of any demand, or request by a third party (including any government or a regulatory authority) for the disclosure of any information of CRD that is subject to Privacy Laws, and, to the maximum extent permitted by law, will oppose, seek judicial relief of and appeal any such demand or request. Contractor will immediately notify CRD if Contractor becomes aware that Contractor has failed to comply with Privacy Laws in connection with the performance of this Agreement.

SECTION 10. PROPRIETARY RIGHTS

10.1 Ownership

Except as otherwise specifically provided in this Agreement, or as otherwise agreed to by the parties in writing, the Work Product, together with any Intellectual Property Rights therein will be owned by CRD; accordingly, Contractor will assign and hereby assigns to CRD all rights, title and interest it may have from time to time in the Work Products effective upon creation. During the Term, Contractor will have a non-exclusive, non-transferable licence to use the Work Products for the sole purpose of providing and completing the Services. Contractor will obtain from all individuals involved in the development of the Work Product an express and irrevocable waiver in favour of CRD, its successors and assigns of any and all moral rights arising under the *Copyright Act* (Canada) as amended (or any successor legislation of similar force and effect) or under similar legislation in other jurisdictions or at common law that Contractor or such individuals, as authors, have with respect to the Work Products.

SAMPLE

SECTION 11. INDEMNITY

11.1 Indemnity

Contractor will indemnify and save harmless CRD, Recycle BC, its Affiliates, and their respective directors, officers, Subcontractors, employees, volunteers, and agents from and against any and all manner of actions or causes of actions, damages, costs, losses or expenses of whatever kind (including related legal fees on a solicitor and client basis) which may be sustained or incurred by reason of or directly or indirectly arising out of any act or omission of Contractor or any person for whom Contractor is, at law or under this Agreement, responsible, in relation to the Services or this Agreement, including without limitation arising out of any (i) breach of this Agreement; (ii) damages to persons or property, personal injury or death; (iii) breach of Applicable Law; (iv) spill, leak, contamination, or other environmental damage; or (v) infringement, violation or misappropriation of any third party's right, including any Intellectual Property Right.

11.2 Available Remedies

If Contractor sustains damage in the course of performing the Services that is caused by another Contractor of CRD with whom Contractor is obligated under this Agreement to interact with directly (an "Other Service Provider"), CRD will, upon Contractor's reasonable and good faith request, use commercially reasonable efforts to exercise, for Contractor's benefit, such contractual remedies of indemnification or receipt of Service Level Failure Credits as CRD may have with the Other Service Provider that apply to the damage sustained by Contractor and the event which caused the damage; provided that Contractor: (i) has first used reasonable efforts to address the damage directly with the Other Service Provider, including exercising direct remedies Contractor may have under Applicable Law, contract or otherwise; and (ii) will have a duty to mitigate its damages.

SECTION 12. INSURANCE, PERFORMANCE SECURITY, AND WORKERS' COMPENSATION INSURANCE

12.1 Insurance

During the Term and for any additional period following the end of the Term set out in in Section 3.1, Contractor will have and maintain in force in Canada, and will cause its Subcontractors to have and maintain in force in Canada, at a minimum, the insurance coverages set out in Attachment 0.2, and Contractor will (and will cause its Subcontractors to) otherwise comply with the provisions of Attachment 0.2. Failure to secure such insurance coverage, or the failure to comply fully with any of Attachment 0.2 will be deemed to be a material breach of this Agreement. None of the requirements contained herein as to types, limits and approval of insurance coverage to be maintained by Contractor are intended to and will not in any manner limit or qualify the liabilities and obligations assumed by Contractor under this Agreement.

12.2 Performance Security

12.2.1 Contractor represents and warrants that it has delivered, or caused to be delivered, to CRD, on or before the Agreement Effective Date, an irrevocable letter of credit in the amount of Twenty Five Percent (25%) of the First Year Contract Value ("Performance Security"). The Performance Security will be in the form of Attachment 0.3 (or in such other form acceptable to CRD, in CRD's discretion). The Performance Security must be issued by a Canadian chartered bank acceptable to CRD and must be callable at such bank's counters in Victoria, British Columbia. Contractor will maintain the Performance Security for the duration of this Agreement Term.

12.2.2 CRD will be entitled to draw on the Performance Security and retain the proceeds, from time to time, in amounts specified, and upon the occurrence of any of the circumstances specified, below:

SAMPLE

a) in full, in the event of an election by CRD pursuant to Section 13.2 of the Agreement to terminate the Agreement (and CRD may draw on the Performance Security prior to such termination taking effect);
b) for the amount owed, in the event that any amounts owed from Contractor to CRD under the Agreement become past due (this provision will in no way give Contractor the right to not pay any amounts due to CRD, when they become due, by reliance on this provision as an alternative means of payment); or
c) in full, in any other event described in this Agreement as allowing CRD to draw on the Performance Security.

12.2.3 Contractor acknowledges and agrees that the occurrence of any of the circumstances in Section 12.2.2 would expose CRD to damages, the precise amount of which would be extremely difficult to calculate. As such, Contractor acknowledges and agrees that any amounts drawn on the Performance Security by CRD will be non-exclusive liquidated damages. Contractor acknowledges and agrees that such non-exclusive liquidated damages are not a penalty but represent a genuine and reasonable pre-estimate of the damages that CRD will suffer as a result of the occurrence of any of the circumstances in Section 12.2.2. Contractor acknowledges and agrees that liquidated damages may only be partial compensation for the damage that may be suffered by CRD and that any drawing on the Performance Security by CRD is without prejudice to any entitlement CRD may have to damages or other remedies under this Agreement, at law or in equity.

12.2.4 CRD will not be entitled to draw on the Performance Security except in accordance with this Section 12.2. CRD will not be required to give any prior notice to Contractor of its intention to draw on the Performance Security. CRD's entitlement to draw on the Performance Security will not be conditional on proof of the damages or anticipated damages suffered by CRD or proof of costs incurred by CRD. If Contractor provides notice to CRD that Contractor disputes CRD's right to draw on the Performance Security and to retain the proceeds, CRD will nonetheless be entitled to draw on the Performance Security (but in the event that such dispute is resolved in Contractor's favour, in accordance with the Agreement, CRD will remain liable to repay such improperly drawn amounts).

12.2.5 Upon CRD's request, not more than once per twelve (12) month period, Contractor will deliver, or cause to be delivered, to CRD a replacement Performance Security (subject to all of the same requirements as the prior the Performance Security) in an increased new amount equal to the sum of the amounts paid or payable by CRD to Contractor pursuant to Section 5 in the three months immediately prior to the date of CRD's request.

12.2.6 This Section 12.2 will survive the expiration or termination of this Agreement, regardless of the reasons for its expiration or termination.

12.3 Workers' Compensation Insurance

Prior to commencing the work and prior to receiving payment on completion of the work, Contractor shall provide evidence of compliance with the requirements of the *Workers' Compensation Act* of the Province of British Columbia, including payments due thereunder.

At any time during the term of the Contract, when requested by CRD, Contractor shall provide such evidence of compliance by itself and its subcontractors, as set out in Attachment 0.4.

SECTION 13. TERMINATION

13.1 Termination for Convenience

Either party may, at any time and without cause, terminate this Agreement for convenience upon giving the other party one-hundred and eighty (180) days' prior written notice (or such shorter amount of notice if agreed in writing by the other party). Upon receipt of a notice of termination by either party, Contractor will

SAMPLE

commence the orderly wind down of the Services contracted hereunder, prepare its statement of account on the basis of the effective date specified in the notice, and immediately return all Work Product to CRD, whether completed or not.

13.2 Termination by CRD for Cause

CRD may elect to terminate this Agreement by providing written notice of such termination, effective immediately or at such other time set out in the notice of termination, to Contractor in the event that:

a) Contractor becomes subject to proceedings in bankruptcy or insolvency, voluntarily or involuntarily, if a receiver is appointed with or without Contractor's consent, if Contractor assigns its property to its creditors or performs any other act of bankruptcy or if the other party becomes insolvent and cannot pay its debts when they are due;

b) Contractor commits a material breach of this Agreement and does not cure such breach within thirty (30) days of receipt of notice thereof from CRD;

c) Contractor fails to provide all or a material portion of the Services for a consecutive period of more than seven (7) days;

d) Contractor's performance creates a hazard to public health or safety or to the environment;

e) Contractor is assessed Service Level Failure Credits in excess of ten thousand dollars ($10,000) during any rolling six month period; or

f) any other termination right described in this Agreement is triggered.

13.3 Termination by Contractor for Cause

Contractor may elect to terminate this Agreement by providing written notice of such termination, effective immediately, to CRD in the event that CRD fails to pay undisputed Fees, as they become due, in an amount that exceeds the aggregate Fees invoiced by Contractor under the three (3) most recent prior monthly consolidated invoices issued by Contractor and CRD does not cure such non-payment within sixty (60) days of receipt of notice thereof from Contractor.

13.4 Change in Applicable Law

CRD may elect to terminate this Agreement by providing written notice of such termination, effective immediately or at such other time set out in the notice of termination, to Contractor in the event that there is a material change in Applicable Law applicable to CRD or the Services, including if there is a material change to an approved plan under the *Recycling Regulation* of the *Environmental Management Act* (British Columbia) or if any new plan (whether submitted by CRD or any other person) is approved thereunder.

13.5 Disruption of Service

The parties expressly agree that the failure or inability of Contractor to perform its obligations under this Agreement will constitute a breach hereunder, and that any costs and expenses reasonably incurred by CRD for any replacement services as a result of such a failure or inability will be considered direct damages hereunder.

13.6 Termination Assistance

Upon termination or expiration of this Agreement, Contractor will continue to provide Services hereunder and will make reasonable efforts to cooperate and assist, according to mutually agreeable terms and conditions, to ensure that there is an orderly transfer of the Services required by CRD pursuant to this Agreement.

SAMPLE

13.7 Survival

The following sections will survive the expiration or termination of this Agreement, regardless of the reasons for its expiration or termination, in addition to any other provision which by law or by its nature should survive: SECTION 9 (Confidentiality), SECTION 11 (Indemnity), SECTION 12 (Insurance and Performance Bond), SECTION 14 (Dispute Resolution) and SECTION 15 (General Provisions) in their entirety, and Sections 7.1, 7.3, 10.1, 13.6, and 13.7. The expiry or termination of this Agreement will not affect the rights of any party to make a claim for damages arising from a breach of any provision of this Agreement which occurred prior to such expiry or termination.

SECTION 14. DISPUTE RESOLUTION

14.1 Disputes

Any dispute that touches upon the validity, construction, meaning, performance or effect of this Agreement or the rights or liabilities of the parties or any matter arising out of, or in connection with this Agreement (a **"Dispute"),** between CRD and Contractor will be addressed as follows:

a) The parties will first attempt to resolve the Dispute through representatives from each of CRD and Contractor who work most closely with each other on related matters, within fifteen (15) days after written notice of the Dispute was first given, or as otherwise agreed upon.

b) If the Dispute is not resolved at the first stage, either party may escalate the Dispute to CRD Manager and Contractor representatives, who will meet and work together in good faith to attempt to resolve the Dispute within a further fifteen (15) days, or as otherwise agreed upon.

c) If the Dispute is not resolved through the discussion above within the time period set out above, then either party may escalate the Dispute to non-binding third party mediation. The mediation will take place at a time and place mutually agreed by the parties and will be led by a third-party facilitator jointly selected by the parties (who, unless otherwise mutually agreed by the parties, will be an individual accredited to provide such services). If the Dispute remains unresolved within forty-five (45) days from the point at which a party escalated the Dispute to non-binding third party mediation, either party may escalate the Dispute by delivering a written notice to the other party referring the matter to binding arbitration.

d) If the parties are unable to resolve the Dispute within the above period, unless otherwise mutually agreed by the parties in writing, the Dispute will be conclusively settled by means of private and confidential binding arbitration, to the exclusion of courts of law. The arbitration will take place before a single arbitrator in Victoria, BC in the English language and will otherwise be undertaken under the auspices and rules of the British Columbia Arbitration & Mediation Institute. The decision of the arbitrator will be final and binding on the parties and will not be subject to appeal on any grounds whatsoever, and will be enforceable against CRD and Contractor as the case may be. The parties will mutually agree on an arbitrator, where the parties are unable to mutually agree on an arbitrator, the arbitrator will be determined pursuant to the rules of the British Columbia Arbitration & Mediation Institute.

e) Notwithstanding anything to the contrary in this Section 14.1; either party may start litigation proceedings in a court of law at any time for an application for a temporary restraining order or other form of injunctive relief or each party hereby attorns to the nonexclusive jurisdiction of the courts of the province of British Columbia for such purpose.

f) The cost of Mediation or Arbitration will be equally shared by CRD and Contractor.

SAMPLE

SECTION 15. GENERAL PROVISIONS

15.1 Relationship of the Parties

It is acknowledged by the parties hereto that Contractor is being retained by CRD in the capacity of independent Contractor and not as an employee of CRD. Contractor and CRD acknowledge and agree that this Agreement does not create a partnership, joint venture, agency, or other special relationship between them. Except as may be specified in writing, neither party will have the power to obligate or bind the other party. Personnel supplied by Contractor will work exclusively for Contractor and will not for any purpose by considered employees or agents of CRD.

15.2 Assignment

This Agreement may not be assigned by either party in whole or in part, without the other party's prior written consent, except that CRD may assign this Agreement without Contractor's consent to a person with an approved plan under the *Recycling Regulation* under the *Environmental Management Act* (British Columbia), or who otherwise has obligations similar to those of CRD or one or more Producers under any successor regulation or legislation, or to a person as part of a corporate reorganization of CRD. Any attempt by a party to assign all or any part of this Agreement without prior written consent (where such consent is required) is void. Any assignment occurring by operation of law such as on a bankruptcy or amalgamation will be deemed to be an assignment and will be subject to this Section.

15.3 Force Majeure

Neither party to this Agreement will be liable to the other party for any failure or delay in fulfilling an obligation hereunder, if said failure or delay is attributable to a fire, act of God, natural disaster, war, riot, civil disturbance, earthquake, flood, or court or governmental order beyond such party's reasonable control **("Force Majeure").** The parties agree that the deadline for fulfilling the obligation in question will be extended for a period of time equal to that of the continuance of the Force Majeure. The party to which the Force Majeure applies will use all commercially reasonable efforts to minimize the effect of the Force Majeure on its performance under this Agreement.

15.4 Governing Law

This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia and the laws of Canada applicable therein without regard to conflicts of law that would apply a different body of law. The parties hereby irrevocably attorn to the non-exclusive jurisdiction of the courts of the Province of British Columbia for any legal proceedings arising out of this Agreement or the performance of the obligations hereunder.

15.5 Notices

All notices, requests, demands or other communications (collectively **"Notices")** given by one party to the other party, will be in writing, in the English language, and will be deemed duly given (i) when delivered by hand; (ii) when sent by facsimile (with receipt confirmed), (iii) except for a notice of termination permitted under this Agreement, by email (with receipt confirmed), (iii),on the designated day of delivery after being given to an express overnight courier with a reliable system for tracking delivery, or (iv) six (6) days after the day of mailing, when mailed by Canada Post, registered or certified mail, return receipt requested and postage prepaid, and addressed as follows:

To Contractor:
Address
Fax No.:
Email:
Attention:

SAMPLE

To CRD:

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

Fax No.: 250-360-3079

Email: rsmith@crd.bc.ca

Attention: Senior Manager, Environmental Resource Management

or to such other address as may be designated by notice given by either party to the other.

15.6 Further Assurances

The parties will do, execute or deliver all such further acts, documents and things as the other party may reasonably require from time to time for the purpose of giving effect to this Agreement and will use reasonable efforts and take all such steps as may be reasonably within its power to implement to their full extent the provisions of this Agreement.

15.7 No Publicity

Contractor will not use the name or trademarks of CRD nor make any statement or issue any advertisement, publicity release, press releases to the public or the media with respect to this Agreement or CRD, unless it has obtained CRD's prior written approval, including that Contractor will not disclose or otherwise publicly report on any Service performance metrics (including volumes of material collected or processed).

15.8 Timing

Time will be of the essence of this Agreement and of every part hereof and no extension or variation of this Agreement will operate as a waiver of this provision.

15.9 Severability

If any provision, or portion thereof, of this Agreement is determined by a court of competent jurisdiction to be invalid, illegal or unenforceable, such determination will not impair or affect the validity, legality or enforceability of the remaining provisions of this Agreement, and each provision, or portion thereof, is hereby declared to be separate, severable and distinct.

15.10 Waiver

A waiver of any provision of this Agreement will only be valid if provided in writing and will only be applicable to the specific incident and occurrence so waived. The failure by either party to insist upon the strict performance of this Agreement, or to exercise any term hereof, will not act as a waiver of any right, promise or term, which will continue in full force and effect.

15.11 Remedies Cumulative

No single or partial exercise of any right or remedy under this Agreement will preclude any other or further exercise of any other right or remedy in this Agreement or as provided at law or in equity. Rights and remedies provided in this Agreement or any SOW are cumulative and not exclusive of any right or remedy provided at law or in equity.

SAMPLE

15.12 Amendment

This Agreement may only be amended by written agreement duly executed by authorized representatives of the parties.

15.13 Entire Agreement

This Agreement will constitute the entire agreement between the parties with respect to the subject matter hereof and will replace all prior promises or understandings, oral or written. There is no representation, warranty, collateral term or condition or collateral agreement affecting this Agreement, other than as expressed in writing in this Agreement.

15.14 Counterparts

This Agreement may be executed in any number of counterparts, each of which will be deemed to be an original and all of which taken together will be deemed to constitute one and the same instrument. Delivery of an executed signature page to this Agreement by any party by electronic transmission will be as effective as delivery of a manually executed copy of this Agreement by such party.

(Signature page follows.)

SAMPLE

IN WITNESS WHEREOF the parties have executed this Agreement effective as of the Effective Date.

CAPITAL REGIONAL DISTRICT

Per: _____
(I have authority to bind CRD)

Name: _____
(Please Print)

Title: _____

Per: _____
(I have authority to bind CRD)

Name: _____
(Please Print)

Title: _____

SUBCONTRACTOR

Per: _____
(I have authority to bind Contractor)

Name: _____
(Please Print)

Title: _____

Per: _____
(I have authority to bind Contractor)

Name: _____
(Please Print)

Title: _____

Note: Second signatory to be completed by Contractor only if Contractor requires two signatories (and by leaving the second signatory blank and returning the Agreement to CRD, Contractor and the first signatory represent that no additional signatories are required).

SAMPLE

ATTACHMENT 1

CRD POLICIES AND STANDARDS

A. Weights And Measurements

As of the Effective Date the following are CRD Program Policies and Standards:

1. CRD's Weight and Measurement Standards, a copy of which is set out below:

CRD requires that PPP collected, transported and processed be weighed, and that accurate weights be reported to CRD.

Weight is defined by CRD as the following:

> **Gross Weight** means the weight of the truck plus its contents, measured in kilograms unless otherwise noted.
>
> **Tare Weight** means the weight of the empty truck and any equipment without its contents, measured in kilograms unless otherwise noted.
>
> **Net Weight** is the weight of the contents of the truck, calculated as Gross Weight minus Tare Weight, measured in kilograms unless otherwise noted.

The above weights will always exclude the weight of the vehicle and any contents other than the PPP collected.

The following equation must always be true.

> *Net Weight = Gross Weight – Tare Weight*

Measurement Canada has produced a comprehensive guide on taking and recording weights, available at http://www.ic.gc.ca/eic/site/mc-mc.nsf/eng/lm00205.html.

Contractor Responsibilities

All loads must be documented in a manner specified by CRD, as amended by CRD from time to time, including a certified scale ticket (Certificate of Acceptance).

B. Service Level Methodology

1. Contractor will measure and record all data reasonably required by CRD to determine Contractor's performance of the Services against the applicable Service Levels. Contractor will retain such records in accordance with Section 7.1 of this Agreement. Upon request, and upon such frequency as CRD may indicate (which may not be more frequently than monthly), Contractor will deliver to CRD a report, in a form and format approved by CRD, setting out details of Contractor's actual performance of the Services as measured against each Service Level during the applicable reporting period.

2. In the event of a Service Level Failure in respect of a Service Level expressly set out in a SOW, Contractor will credit to CRD the applicable Service Level Failure Credit set out in such SOW. Contractor agrees that Service Level Failure Credits compensate CRD in part for the reduced value of the Services actually provided by Contractor (and not as a penalty or exclusive liquidated damages). Contractor agrees that the Service Level Failure Credits are only partial compensation for the damage that may be suffered by CRD as a result of Contractor's failure to meet a Service Level and that payment of any Service Level Failure Credit is without prejudice to any entitlement CRD may have to damages or other remedies under this Agreement, at law or in equity. Service Level Failure Credits will be due regardless of the manner in which the Service Level Failure is identified (including where reported by Contractor or identified by CRD).

SAMPLE

ATTACHMENT 2

INSURANCE REQUIREMENTS

1. **Insurance Coverage.** The insurance coverage required pursuant to Section 12.1 of the main body of the Agreement is as follows:

   a) Comprehensive General Liability coverage with limits of not less than five million dollars ($5,000,000) per occurrence with a deductible not exceeding one hundred thousand dollars ($100,000) per occurrence, or, where Contractor is a local government, Contractor may self-insure for equivalent or better coverage (in which case Contractor will respond to all claims, actions, demands, expenses and losses by whomsoever made in the same manner as if commercial comprehensive general liability insurance was purchased for same and as if CRD were included in such policy as an additional insured);

   b) Contractor will seek advice and obtain any necessary environmental impairment liability insurance or other such policy as may be recommended by their insurance broker or legal counsel to adequately protect against risks of environmental liability, with typical environmental impairment liability insurance for the Services having a limit of not less than one million dollars ($1,000,000) per occurrence with a deductible not greater than one hundred thousand dollars ($100,000) (for clarity, neither the amount nor type of environmental impairment liability insurance obtained by Contractor will in any manner limit or qualify the liabilities and obligations assumed by Contractor under this Agreement);

   c) Workers' Compensation Insurance or Workplace Safety & Insurance coverage with the applicable Provincial (including in all cases British Columbia) or Territorial Workplace Safety & Insurance Board or Employer's Liability Insurance or both with limits as required by Applicable Law covering all Contractor personnel; and

   d) Such other insurance coverage as may be required.

2. **Requirements for Insurer.** All insurers must be reputable and financially creditworthy insurers with an A.M. Best financial strength rating of "A-" or higher (or equivalent rating by a similar agency, in CRD's sole discretion).

3. **CRD and Recycle BC as Additional Insureds.** Contractor will add CRD and Recycle BC as additional insureds on its Commercial General Liability policy with the following language: "Capital Regional District and its affiliated entities, officers, partners, directors, employees, representatives and agents are included as Additional Insureds for Comprehensive General Liability. Such coverage is primary and non-contributing."

4. **Evidence of Insurance.** Contractor will cause its insurers to issue to CRD certificates of insurance on the Effective Date, and once each calendar year thereafter, evidencing that the coverages and policy endorsements required under this Agreement are maintained in force.

5. **Changes to Insurance Coverage.** Contractor will not reduce any insurance coverage below the requirements set out in this Schedule without CRD's prior written consent. Contractor will provide not less than thirty (30) days' notice to CRD prior to any material change to its insurance coverage or to its insurer.

6. **Coverage Details.** The insurance coverages under which CRD is named as additional insured will be primary, and all coverage will be non-contributing with respect to any other insurance or self-insurance that may be maintained by CRD. All coverage required by this Agreement will, where allowed by Applicable Law, include a waiver of subrogation and a waiver of any insured-versus-insured exclusion regarding CRD.

SAMPLE

7. **Additional Period of Coverage.** Contractor will continue to have and maintain in force the insurance coverages set out in this Schedule, and Contractor will continue to comply with Section 12.1 of the main body of this Agreement beyond the end of the Term for an additional one (1) year thereafter.

SAMPLE

ATTACHMENT 3: PERFORMANCE SECURITY

CAPITAL REGIONAL DISTRICT

CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS

CONTRACT ERM2022-006

IRREVOCABLE COMMERCIAL LETTER OF CREDIT

(Performance Security)

Letter of Credit No._____ Amount $_____

(Date)

Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC
V8W 2S6

Ladies and Gentlemen:

IRREVOCABLE COMMERCIAL LETTER OF CREDIT

In accordance with the Contract for the Collection Services for the Capital Regional District, under Contract ERM2022-006, CURBSIDE COLLECTION OF PACKAGING AND PRINTED PRODUCTS, we hereby authorize you to draw on (NAME OF BANK), (ADDRESS OF BANK IN VICTORIA), Province of British Columbia, for account of (NAME OF TENDERER), up to an aggregate amount of twenty five percent (25%) of the First Year (12 months) Contract Value available on demand for 100% value:

Pursuant to the request of our customer _____ we the _____ Bank hereby establish and give you an Irrevocable Commercial Letter of Credit in your favour in the above amount which may be drawn on by you at any time and from time to time upon written demand for payment made upon us by you, which demand we shall honour without enquiring whether you have the right as between yourself and the said customer to make such demand and without recognizing any claim of our said customer, or objection by it to payment by us.

1. Draws are to be made in writing (NAME OF BANK).
2. Partial draws may be made.
3. The Bank will not inquire as to whether or not the Capital Regional District has a right to make demand on this Irrevocable Commercial Letter of Credit.

This Commercial Letter of Credit is irrevocable up to sixty (60) days past 30 April 20_____.

DEMANDS MUST BE MADE NO LATER THAN THE ___ day of _____, 20 ___.

The Demands made under this Letter of Credit are to be endorsed hereon and shall state on their face that they are drawn under (NAME OF BANK), (ADDRESS OF BANK), Letter of Credit No. _____.

Yours truly,

Manager (On behalf of Name of Bank)

SAMPLE

ATTACHMENT 4: WORKERS' COMPENSATION BOARD OF BRITISH COLUMBIA CERTIFICATE

WORK SAFE BC
WORKING TO MAKE A DIFFERENCE

Assessment Department
Mailing Address
PO Box 5350
Station Terminal
Vancouver BC V6B 5L5

Location
6951 Westminster Highway
Richmond BC
V7C 1C6
www.worksafebc.com

Clearance Section
Telephone 604 244 6380
Toll Free within Canada
1 888 922 2768
Fax 604 244 6390

Date: _____

Capital Regional District
625 Fisgard Street
PO Box 1000
VICTORIA, BC V8W 2S6

Person/Business :

This letter provides clearance information for the purposes of Section 51 of the *Workers Compensation Act.*

We confirm that the above-referenced firm is active, in good standing, and has met WorkSafeBC's criteria for advance clearance. Accordingly, if the addressee on this letter is the prime contractor, the addressee will not be held liable for the amount of any assessment payable for work undertaken by the above-referenced firm to Date: _____

This firm has had continuous coverage with us since. Date: _____

Employer Service Centre
Assessment Department

Clearance Reference #
CLRAAA

SAMPLE

For more information about Section 51 and clearance letters visit WorkSafeBC.com

Please refer to your account number in your correspondence or when contacting the Assessment Department.
To alter this document constitutes fraud.

- 1 -

RFP ATTACHMENTS

PART 1	INSTRUCTIONS TO PROPONENTS
PART 2	PROPOSAL
PART 3	COLLECTION SERVICES
PART 4	PAYMENT FOR COLLECTION SERVICES

SAMPLE

Making a difference...together

ERM 22-30

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 28, 2022

SUBJECT **Hartland Area Road Access Mitigation**

ISSUE SUMMARY

Presentation of options to mitigate the community impact of changing Hartland Landfill's commercial vehicle access from Hartland Avenue to Willis Point Road.

BACKGROUND

The Capital Regional District (CRD) is required to move Hartland Landfill's commercial vehicle access point from Hartland Avenue to Willis Point Road for a number of operational reasons, including safety considerations for landfill staff, commercial vehicles and residents accessing Mount Work Regional Park.

At its May 12, 2021 meeting, the CRD Board recommended that staff prepare a package of Hartland area road access mitigation options costing up to $4 million, funded by the CRD's Environmental Resource Management division, review these options with District of Saanich staff and area residents, and return to the CRD Board for direction on next steps.

To support a decision on road and recreation enhancement options that the CRD Board will fund and implement, the CRD hired Kirk & Co. as an experienced facilitator to lead the three community associations (Highlands, Prospect Lake and Willis Point) through a collaborative engagement process.

Kirk & Co, in its September 8, 2022 engagement summary (Appendix A), outlined the eighteen community-generated options (Appendix A, pages 12-13) that formed the basis for the final consultation process. The following options were recommended by Kirk & Co., as they received the most community support during the engagement process (in order of popularity):

- Option No. 7: Intersection enhancements where Wallace Road meets Willis Point Road
- Option No. 11: Intersection enhancements where Wallace Drive meets West Saanich Road
- Option No. 14: Intersection enhancements where Hartland Avenue and West Saanich Road meet Interurban Rail Trail/Interurban Road
- Option No. 3: Development of a new parking lot/Mount Work Regional Park access point on Willis Point Road

The following four options also received community support. However, these options will not be considered as part of the $4 million community fund for reasons outlined below:

- Option No. 5: Passing lane on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance (safety concerns raised in traffic studies)
- Option No. 4: Renaming portion of Willis Point Road between Wallace Drive and Ross Durrance Road (outside of CRD jurisdiction, requires community request directly to District of Saanich)

- Option No. 9: Winter weather condition road maintenance enhancements (de-icing, plowing, etc.) on Willis Point Road (CRD/District of Saanich have agreed on this measure and it will be funded out of the Hartland Landfill operations budget)
- Option No. 18: Enhanced illegal dumping education for the region and signage in problem areas near Hartland Landfill (to be considered/funded as part of the CRD's Solid Waste Management Plan)

ALTERNATIVES

Alternative 1
The Environmental Services Committee recommends to the Capital Regional District Board:
1. That Kirk & Co.'s recommended community options be approved and funded to a maximum of $4 million from the 2023 Environmental Resource Management capital budget; and
2. That staff work with the District of Saanich to finalize the identified intersection improvements prior to moving forward with the Willis Point Road parking lot.

Alternative 2
That staff be directed to evaluate additional community options.

IMPLICATIONS

Intergovernmental Implications

The CRD has worked closely with District of Saanich engineering staff to incorporate technical feedback regarding any proposed community options that would result in changes or improvements to District of Saanich roads. District of Saanich staff feedback has been incorporated into the community options that were being considered (Appendix A).

The CRD, through the W̱SÁNEĆ Leadership Council (WLC) Solid Waste Working Group, shared information regarding engagement work that has occurred with Hartland area community associations in relation to the movement of Hartland commercial vehicle (large garbage truck) access to Willis Point Road starting in 2023-24. Feedback to date indicated a need for cultural monitors in place during any required excavation part of the project. In addition, the WLC would like to see a more detailed plan for any parking expansion. Further discussion has been offered by CRD staff, and may result in additional feedback.

Financial Implications

Kirk & Co. recommended community options, in priority order, fit substantially within the Board's recommended funding envelope:
- Intersection Enhancements – $1.35 million-$3.9 million (depending on intersection design options)
- Parking Lot/regional park access point on Willis Point Road – $400,000.

CONCLUSION

The recommended road and recreation community enhancement options are in response to the direction from the May 12, 2021 CRD Board meeting. Upon approval, staff will work closely with the District of Saanich on the proposed intersection enhancements prior to moving forward with the parking lot option, if funding allows.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That Kirk & Co.'s recommended community options be approved and funded to a maximum of $4 million from the 2023 Environmental Resource Management capital budget; and
2. That staff work with the District of Saanich to finalize the identified intersection improvements prior to moving forward with the Willis Point Road parking lot.

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: Kirk & Co. Hartland Landfill: Commercial Vehicle Road Access Change Report (September 8, 2022)

APPENDIX A

Hartland Landfill: Commercial Vehicle Road Access Change

Engagement Summary with Community Associations

Prepared for the Capital Regional District

Kirk & Co. Consulting Ltd.
301 - 3450 Uptown Boulevard
Victoria, B.C. V8Z 0B9

September 8, 2022

Background

Hartland Landfill is owned and operated by the Capital Regional District (CRD). This multi-purpose facility is a vital component of the region's waste disposal infrastructure to meet the needs of roughly 425,000 residents and businesses throughout southern Vancouver Island. The CRD is working to ensure that the region's solid waste is managed in a safe, secure, and sustainable way now and in the future.

To support these goals, the CRD led the development of the Solid Waste Management Plan (SWMP) in 2019 and its eventual approval in 2021 to prompt discussion about the future vision for the landfill, avenues to explore operational decisions, and opportunities for community engagement.

The CRD is required to move Hartland Landfill's commercial vehicle access point from Hartland Avenue to Willis Point Road for a number of operational reasons, including safety considerations for landfill staff, commercial vehicles and residents accessing Mount Work Regional Park.

Engagement process

To support operational decisions for the road access change, the CRD undertook engagement with community associations and commissioned two study reports. Below is a summary of the engagement led by the CRD:

1. ***Traffic Study, Bunt & Associates, 2020***
   As part of SWMP considerations for moving the road access to the north end of the landfill site, the CRD commissioned a traffic study to develop a multi-count evaluation of vehicle access by moving either commercial or all vehicles from existing access.

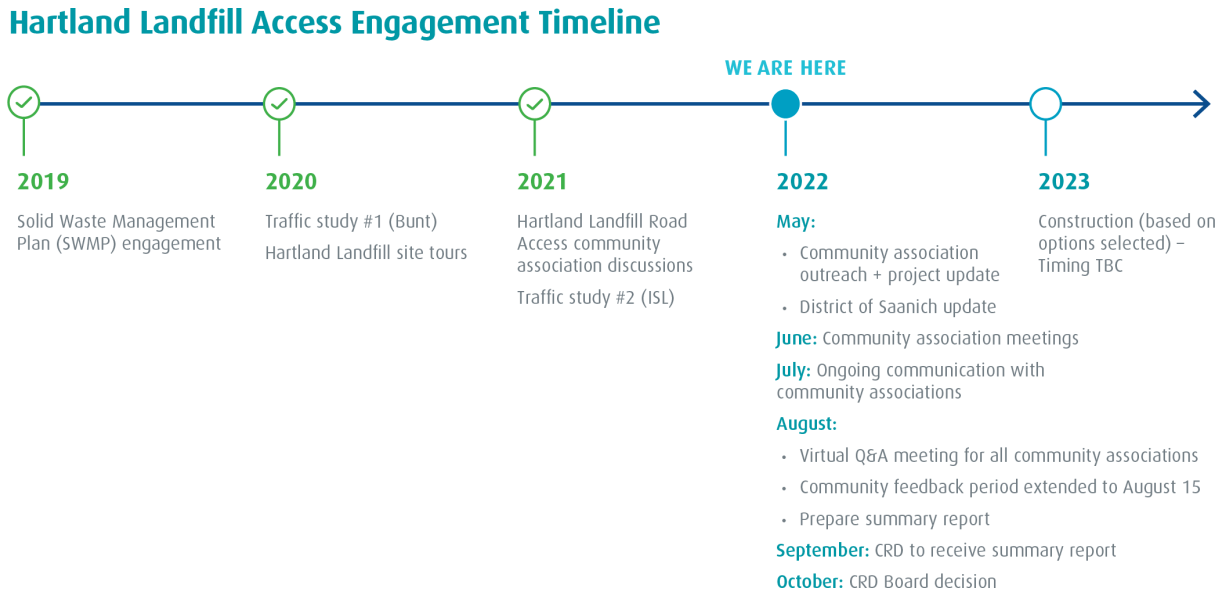
2. ***Joint Community Association Meetings, January 2021***
   The CRD hosted joint-community association meetings with the three community associations to discuss the potential access changes and asked for written feedback from Willis Point, Prospect Lake, and Highlands community associations. With the feedback provided, a consultation report was presented to the CRD Board in March 2021, which prompted the Board to solicit further feedback from District of Saanich Staff and community members.

3. ***Correspondence from Community Associations, October 2021***
   The CRD solicited and received correspondence from the three community associations on ideas they thought would best mitigate the impact of commercial traffic to the landfill being rerouted to a new potential entry point on Willis Point Road.

4. ***Road and Recreation Enhancement Options, 2021***
   Based on recommendations from the Bunt and ISL traffic reports and community associations, the CRD Board directed staff to prepare a package of eighteen potential Hartland-area road and recreation enhancement options. Some or all of these options would be funded through a CRD Board committed-fund of up to $4M to help mitigate the impact of the commercial road access change**.** All 18 options were reviewed and approved by the District of Saanich staff.

5. ***Traffic Study #2, ISL Engineering, 2022***
   Based on community feedback and requests for road and recreation enhancements in the consultation report, the CRD commissioned a second traffic study by ISL Engineering (ISL) that investigated intersection improvements with more detail and costed each option. The ISL report also reviewed traffic conditions, evaluated historic collisions, and identified potential safety and operations issues and countermeasures for the study intersections.

To support a decision on road and recreation enhancement options that the CRD Board will fund and implement, the CRD hired Kirk & Co. as an experienced facilitator to lead the three community associations through a collaborative engagement process. This report summarizes the feedback Kirk & Co. received from community associations on where the funds could be allocated.



From May 25, 2022, to August 15, 2022, Kirk & Co. held a series of meetings with Willis Point Community Association, Prospect Lake District Community Association, and the Highlands District Community Association. The timeline above highlights the engagement with each association. The engagement process included the following:

- May 2022: Kirk & Co. met briefly with the Chairs of each community association to introduce themselves and the scope of engagement.
- June-July 2022: Kirk & Co., alongside representatives from the CRD and ISL, met with each community association. The ISL report and supporting materials were provided to community associations in advance, and meetings were structured to answer questions and provide additional information and context about the upcoming operational landfill access change.

  Feedback forms were provided, including a digital feedback form to gather comments from individuals (Appendix 4).
- August 3, 2022: To support additional questions residents had about the intersection improvements, a separate virtual meeting was set up with ISL and the CRD.
- August 15, 2022: The feedback period was open until August 15, 2022, and input was received through the online feedback form and emails sent to rethinkwaste@crd.ca. Kirk & Co. encouraged associations to engage with community members and provided materials and answers to questions where possible to support their independent engagement efforts.

Throughout the process, community engagement materials were developed and distributed to community associations to inform their decision-making process. Materials included:

- Traffic reports created by Bunt & ISL.
- A detailed community association presentation that provides a background on the CRD's engagement to date, colour and context to the traffic reports, the reasoning behind access relocation, areas of jurisdiction for the proposed enhancements, and an overview of feedback avenues to the CRD.

- A table outlining each proposed option detailing the cost, location, and description. Each option has been appropriately costed, except for a few options that were determined unfeasible by the CRD or the District of Saanich (Appendix 2).
- A map that specifies the location of each option (Appendix 3).

The CRD, through the SWMP liaison committee, engaged with the WSÁNEĆ Leadership Council (WLC), shared information about the process and the $4M community fund and invited feedback from the WLC. Communication and engagement with the WLC and the CRD on the road access change and funding is ongoing through a separate process.

Key themes from engagement

The following are the key themes from Kirk & Co.'s engagement with each community association.

Funds should be used for road enhancements and safety improvements related to the road access change

- The most common theme was to dedicate the funds to alleviate and minimize the direct impact of increased commercial truck traffic on the segments of the road and on the intersections where the trucks will be travelling.

Intersections where commercial trucks will be used should be enhanced

- Intersection enhancements where Wallace Drive meets West Saanich Road, where Wallace Road meets Willis Point Road, and Hartland Avenue and West Saanich Road meet Interurban Rail Trail/Interurban Road.
- These intersections were popular with two of the three community associations because, in their view, they will help ensure safe and expeditious entry and exit to these roads. The associations want to prioritize minimizing backup and congestion, with sufficient collector room to allow cars to queue in the storage lanes without blocking left or right turns. Roundabouts were noted as a preferred option to slow down traffic.

Enhancements along Willis Point Road

- There were several options for improvements or enhancements along Willis Point Road with support from most or all three associations. These include renaming the portion of Willis Point Road (option #4), winter weather condition road maintenance enhancements (option #9) and enhanced illegal dumping education for the region and signage in problem areas near Hartland Landfill (option #18).

Recreational improvements were broadly supported, but disagreement on whether they should be funded through this initiative

- While recreational enhancements (e.g., improved trail signage, expanded parking lots) were supported by all associations, some respondents and one association feel strongly that funding for these improvements should come from a separate budget as those improvements are out of scope for Hartland commercial access relocation.
- Other respondents and one association supported the idea of developing expanded parking facilities at Durrance Lake on Willis Point Road (option #3). Feedback noted that this popular recreation site has limited parking options during the summer months.

General feedback that the funds should not be used to construct bikes lanes due to cost

- The construction of a bike lane as part of the CRD's options package was not generally supported by associations or individual respondents. Community members suggested that a bike lane should be covered by Saanich budgets already planned for improved bicycle access. The CRD enhancements should focus on safety and road enhancements, not recreation.

General feedback on a passing lane on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance

- Option #5 - a passing lane on Willis Point Road received positive support from one community association and a number of individual respondents. This item was included in the options table for completeness; however, it was communicated to the community associations that the CRD is not putting it forward for decision due to safety concerns. Both the CRD Board and the District of Saanich concur with the decision based on safety concerns raised through previous traffic studies.

There was limited to no support received for the following options

Option #2 – Expansion of parking facilities on Ross Durrance Road for Mount Work Regional Park

Option #6 – Construction of pull-outs on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance

Option #8 – Implementation of electronic signaling to control commercial vehicle flow from landfill access point onto Willis Point Road

Option #10 – Installation of sound barriers around Hartland Landfill

Option #13 – Enhancement of parking facilities on Hartland Avenue for Mount Work Regional Park

Option #15 – Signage and infrastructure enhancements near the Mount Work Regional Park trailhead on Meadowbrook Road

Option #16 – Siting and construction of a community transfer station for residents in West Shore communities

Option #17 - Additional police enforcement for speeding, illegal dumping, and unsecured loads

A summary of feedback received from each community association can be found in Appendix 1 of this document.

Recommendations based on feedback received

With feedback received through discussion at meetings, written correspondence from community associations and feedback forms, the following options received the most community support (in order of popularity):

Option #7 – Intersection enhancements where Wallace Road meets Willis Point Road

Option #11 – Intersection enhancements where Wallace Drive meets West Saanich Road

Option #14 – Intersection enhancements where Hartland Avenue and West Saanich Road meet Interurban Rail Trail/Interurban Road

Option #3 – Development of a new parking lot/Mount Work Regional Park access point on Willis Point Road

The following four options also received community support. However, these options will not be considered as part of the $4M community fund because they have been removed due to safety concerns raised in traffic studies (Option #5), it is outside of CRD jurisdiction (#4), the CRD has agreed to the measure outside of the fund (#9), or it will be considered as part of the Solid Waste Management Plan (#18).

Option #5 - Passing lane on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance

Option #4 – Renaming portion of Willis Point Road between Wallace Drive and Ross Durrance Road

Option #9 – Winter weather condition road maintenance enhancements (de-icing, plowing, etc.) on Willis Point Road

Option #18 – Enhanced illegal dumping education for the region and signage in problem areas near Hartland Landfill

Appendix

Appendix 1 - Community Association Feedback

Below is a summary of additional feedback received through meetings and submissions during the engagement period. Willis Point Community Association is the only association that prepared a letter summarizing their feedback (attached below). Highlands District Community Association confirmed through communication that their feedback was provided to Kirk & Co. during the meeting in early July. Prospect Lake District Community Association confirmed that their feedback was also provided to Kirk & Co. during the meeting in June, in addition to feedback forms that members may have chosen to submit.

Willis Point Community Association

- Electronic signalling at the landfill entrance to Willis Point Road should not go ahead due to the prioritization of trucks over residents who need to use the road for work, school, etc.
- The bike lane should not extend to Ross Durrance Road (removes parking from the lake)
- Roundabout on West Saanich Road to move along, turning truck traffic
- A crosswalk is not necessary on West Saanich Road due to the lack of pedestrians
- Six weeks was not enough time to educate the public and gather feedback from community members on the enhancement options
- ISL traffic report was well done within parameters, but hard to understand technical information
- Trail management and sound barrier should be under Saanich's jurisdiction
- Fire hydrant requested at 280 Willis Point Road
- Bus stops along Willis Point Road should have shelters
- A wide trail should go up the hill on the south side of Willis Point Road to Ross Durrance Lake
- The left storage lane (and the lanes from Wallace Point Road to West Saanich) need to be made longer, given the transfer of truck traffic

Highlands District Community Association

- Frustration that the CRD expected the community associations to communicate the Hartland road access change to their members, and there could be backlash from their members to the association if things don't go well
- Safety concerns if the new entrance were to be eventually used for all residential/commercial traffic
- The potential increased use of Ross Durrance/Millstream Lake Road as a short-cut route is a concern to the community
- If there is to be a new bike lane, what deterrents will be in place to address illegal parking
- Roads through the Highlands are being used as cut-throughs to Saanich and incentivize additional West Shore traffic. A percentage of those people will dump on the way. A north Langford/south Highlands border transfer station where people could drop off garbage and be transferred via highway would be welcomed
- RCMP should be engaged in addressing illegal dumping

- The speed limit on West Saanich should be reduced from Prospect Lake to Wallace Drive due to pedestrian, commercial, and cross traffic to reduce the risk of accidents

Prospect Lake Community Association

- Prospect Lake residents suggested the installation of speed bumps and signage to be installed on Hartland Avenue to improve road safety
- Sidewalk installation on the whole length of Hartland Avenue
- Continued plowing and sanding of Hartland Avenue in the winter
- A left-hand turning lane on West Saanich Road into Red Barn Market
- Regular cleanup of garbage and broken tree branches alongside Hartland Avenue
- Additional police enforcement or speed signs on Hartland Avenue to address speeding
- Repair the existing walkway on Hartland from West Saanich to Mount Work Park, as it is unusable in some places
- An expectation to improve the salting, maintaining, and sanding during winter conditions
- The trail alongside Hartland Avenue hasn't been maintained. The path has been washed out, and kids are forced to bike near the road
- Parking lots at Hartland are overflowing, and expansion is encouraged
- Mitigation efforts should be in place to prevent contamination from heavy vehicles and stormwater runoff from impacting Tod Creek and the wetlands
- Collision data for the Matterhorn Drive intersection should be assessed as well

The Willis Point Community Association, *6933 Willis Point Road, Victoria BC, V9E 2A1*

August 9, 2022

Evan Southern
Vice President, Client Services
Kirk & Co. Consulting Ltd.
301 – 3450 Uptown Boulevard,
Victoria B.C. V8Z 0B9

Subject: Hartland Landfill Commercial Access: Community Options Consultations

Dear Mr. Southern,

On behalf of the Willis Point Community Association, I would like to provide you with a summary of feedback that we have received from Willis Point residents with respect to the 18 point "Community Options" paper that was provided to us, along with more detailed traffic mitigation options presented by ISL Engineering. This feedback is based on an Open House community meeting held on July 12 as well as an online discussion with ISL staff on August 3.

Based on discussion and responses at the July 12 meeting, there was a strong consensus that the $4 million in mitigating measures approved by the CRD Board should be focussed *solely* on alleviating and minimizing the *direct impact* of increased commercial truck traffic on the segments of the road, and on the intersections, where the trucks will be travelling as of 2023. There was also a unanimous view that the first consideration should be safety. Mitigation funds should not be spent on unrelated "nice to have" recreational options that have nothing to do with the transfer of the trucks from Hartland Ave to Willis Point Road. The grab bag of signage, parking lots, bike lanes and other measures that some have proposed but which are outside of the area directly impacted by increased truck traffic should not be funded *from this budget*. While additional parking lots, improved signage and other amenities in nearby parks are important and need to be carefully planned, they are not directly affected by the transfer of commercial traffic and should be instead be funded from the parks budget, if they are considered necessary. It was clear from the comments received that the Willis Point community generally feels that while recreational needs are valid and are important, including improved bike safety, the priority for the funding must go to ensure road safety, alleviation of traffic congestion and choke points, and mitigation of slow and obstructive traffic—all of which will in turn promote road safety.

There was particular concern over the price tag of $3.1 million for proposed bike lanes, a project that would use over 75% of the allocated $4 million. Two additional concerns were expressed about the proposal to build bike lanes (a) they would only be widened by 0.6 of a metre (less than 24"), a very high cost for a minimal improvement and (b) they would be extended well beyond the commercial truck turnoff to the Landfill, (apparently as far as Ross Durrance Road), thus directing funding to a portion of the road on which commercial trucks going to the Landfill will not be operating. Given the principle that road mitigation measures should be focussed on the parts of the road *directly affected* by the transfer of commercial truck traffic to the north entrance, we do not support any extension of bike lane widening beyond the Landfill entrance. That said, the community is not opposed to the widening of the existing bike lane from Wallace Drive to the Hartland Landfill north entrance, as long as it does not deny funding to higher-priority actions needed to improve vehicle, cyclist and pedestrian safety at the key

intersections of Wallace Drive and West Saanich Road and Wallace Drive and Willis Point Road. It is worth noting that according to ICBC accident statistics supplied by ISL with regard to the three intersections where mitigation measures are being considered, the proposed rerouting of commercial truck traffic will result in commercial trucks being redirected *from the intersection with the fewest accidents* (Hartland and West Saanich) *to the intersection with the highest accident rate* (Wallace and West Saanich). It should be clear, therefore, where the spending priorities must lie.

Feedback from the community also confirms that a "slow truck lane" referenced in the options but dismissed for "safety reasons", needs to be carefully reconsidered. We believe that a slow vehicle lane on the steeper segments of Willis Point Road will enhance rather than detract from road safety. It is not clear to us why a passing lane would make the road less safe. Heavily loaded, slow-moving trucks going uphill will accumulate traffic, resulting in motorists accessing recreational areas, commuting to the West Shore or accessing Willis Point, attempting to pass on the uphill, a potentially risky situation. It was reported that Saanich was concerned about potential speeding on the road, but what residents are asking is that vehicles be able *to maintain the posted speed limit* of 60 kmh, rather than 40 kmh, which is the posted limit for Hartland Avenue and the speed at which many fully loaded trucks ascend this 9% hill.

While no costing was attached to the options paper for a slow truck lane, we understand from CRD Director Hicks, that the work could be done for about $800,000, which should be manageable within the $4 million envelope.

In addition to road improvements funded from the capital budget, there is a need for enhanced maintenance to address the impact of increased commercial truck traffic. This includes snow and ice clearing and control, enforcement of regulations against illegal dumping and regular road clean-up. The Willis Point community undertakes an annual roadside cleanup the length of Willis Point Road right to the intersection with Wallace Drive, but with hundreds of garbage trucks using lower Willis Point Road daily, an annual community cleanup of rubbish will be inadequate given normal spillage. We strongly believe that Hartland Landfill needs to undertake regular cleanups to ensure that litter does not accumulate adjacent to the roadway.

With regard to the timing and cost of construction of a slow truck lane, members of the community have suggested that these should be looked at in the larger context of all work needed on the road. We know that in the next year or so Fortis will be building a RNG pipeline down Willis Point Road (which has already been dug up once to install the sewage line to the Residual Treatment Facility). Given the need to widen the road for a truck lane, plus possible widening of the existing bike lanes, plus the need to build the Fortis pipeline alongside the road, the construction of a slow truck lane could be considered in the broader plans for the road, taking into account all the needs for construction and widening, making most efficient use of budgets. It is important to note that the construction of a slow truck lane would not alter the speed limit on Willis Point Road, which would continue to be enforced on an as-needed basis. Traffic studies and the need for an additional lane on the steepest uphill segments should take into account the large number of Greater Victoria residents accessing Durrance Lake in summer at a time when trucks will be on the Willis Point hill travelling to the north Landfill entrance.

While we were presented with various options for the intersections at the junctions of Willis Point and Wallace, and Wallace and West Saanich, it is impossible for laypeople to recommend which option (stop signs, roundabout or traffic lights) is the safest, since the traffic consultants themselves declined to do

The Willis Point Community Association, *6933 Willis Point Road, Victoria BC, V9E 2A1*

so. However, the bottom line is that we want to ensure safe and expeditious entry and exit to those roads, while minimizing back up and congestion given the already-high accident rate. If stop signs are to be installed it is vital that there be sufficient collector room to allow cars to queue in the storage lanes without blocking left or right turns. This applies to all right and left turns at both intersections, in all directions on Willis Point Road, Wallace Drive and West Saanich Road. Roundabouts have the advantage of slowing traffic (particularly southbound traffic on West Saanich Road, where vehicles pick up speed when going downhill toward the intersection with Wallace), although we recognize they are more expensive. We note that traffic lights are likely not needed at this intersection until at least 2030.

Finally, there is wide community support to change the name of the lower section of Willis Point Road to something that more suitably reflects the use of the road (Mount Work Parkway has been suggested). This change would also remove the name "Willis Point" from the section of the road that accesses the Landfill, thus eliminating any potential stigma of association between the Willis Point community and Hartland Landfill, a stigma that could potentially affect property values. We recognize this is a decision for Saanich but would ask for CRD support in raising and supporting the issue with Saanich. This change can be done at minimal costs since there are no residences on this section of the road. The only property that would need to be redesignated is the Residual Treatment Facility for sewage that has recently be given the address of 280 Willis Point Road.

In summary, the Willis Point community believes that priority for allocation of funding must go to safety and traffic alleviation measures in areas directly impacted by the transfer of truck traffic, rather than to unrelated recreational concerns. A slow truck lane needs to be reconsidered as an essential safety feature to allow cars to maintain the posted speed limit. It could be considered as part of any reconstruction of the road for a gas pipeline and/or widening the existing bike lanes as far as the north entrance to the Landfill, (but no further). Unrelated recreational enhancements are desirable but should be funded from a separate budget. Increased maintenance budgets outside the $4 million capital budget envelope will also be needed to deal with ice and snow, illegal dumping and litter from trucks. Any redesign of the intersections needs to ensure safety in accessing both Wallace Drive and West Saanich Road with no significant obstruction of traffic. Given that Willis Point Road is the sole means of access to our community, WPCA members have a strong stake in the way in which this road is managed in future, notwithstanding the fact that the affected intersections and truck usage segments are physically located in Saanich. Given that the CRD represents both the wider region as well as the Willis Point component of the Juan de Fuca Electoral District, we hope this community input will be given support and sympathetic consideration by CRD elected officials and staff.

Daniel Kenway
Chair Willis Point Community Association
chair@willispoint.ca

Appendix 2 – Community Options Table

HARTLAND LANDFILL COMMERCIAL ACCESS – COMMUNITY OPTIONS

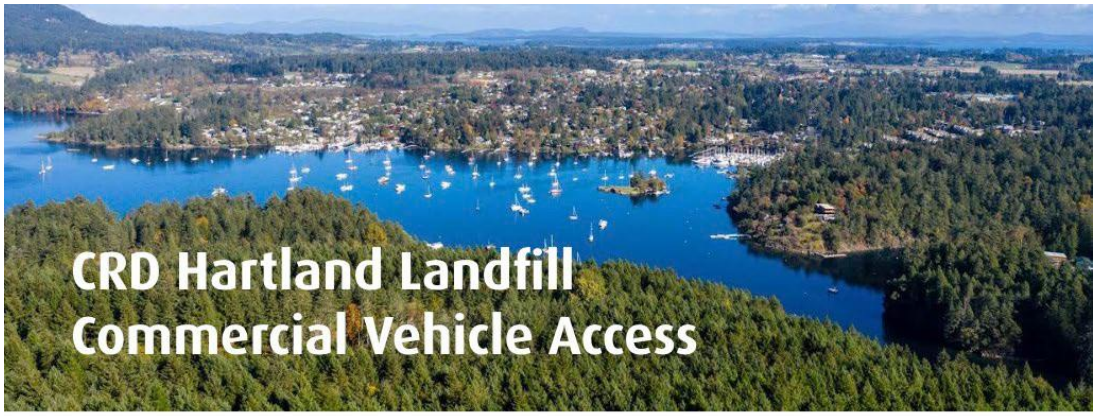
■ – Road infrastructure ▲ – Recreation ● – Other

PROPOSED OPTIONS	COST	NOTES
■ (1) **Bike lanes –** Construction of bikes lanes on Willis Point Road between Wallace Drive and Ross Durrance Road	**$3.1M** ($1.55M per side)	Cost includes widening Willis Point Road and extending the shoulder to accommodate a painted bike lane on either side of the road
■ (2) **Parking facilities –** Expansion of parking facilities on Ross Durrance Road for Mount Work Regional Park	**$400,000**	Cost includes site clearing and expanding the current gravel parking area
■ (3) **Parking facilities –** Development of a new parking lot/Mount Work Regional Park access point on Willis Point Road	**$400,000**	Cost includes site clearing and a graded gravel parking area
▲ (4) **Renaming road –** Renaming portion of Willis Point Road between Wallace Drive and Ross Durrance Road	*N/A – this item is not costed*	District of Saanich jurisdiction
■ (5) **Passing lane –** Construction of a passing lane on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance	*N/A – this item is not costed*	The CRD Board directed staff not to pursue this option due to safety concerns.
■ (6) **Pull out –** Construction of pull-outs on the uphill portion of Willis Point Road between Wallace Drive and the landfill entrance	*N/A – this item is not costed*	This option has not been explored further due to safety concerns (similar to option #5)
■ (7) **Intersection –** Intersection enhancements where Wallace Road meets Willis Point Road	**Option 1: $207,000** **Option 2: $1.4M** (includes mini roundabout)	Concept details are available in the ISL traffic report (page 44)
■ (8) **Electronic signalling –** Implementation of electronic signalling to control commercial vehicle flow from landfill access point onto Willis Point Road	**$250,000**	Concept details are available in the ISL traffic report (page 44)
■ (9) **Road maintenance –** Winter weather condition road maintenance enhancements (de-icing, plowing, etc.) on Willis Point Road	**$75,000** per year	**CRD will be funding this maintenance for both Hartland Avenue and Willis Point Road on an ongoing basis as part of regular operations, separate from the community options package

PROPOSED OPTIONS	COST	NOTES
● (10) **Sound barriers –** Installation of sound barriers around Hartland Landfill	*N/A – this item is not costed*	Noise associated with landfill is currently controlled through restricted operating hours
■ (11) **Intersection –** Intersection enhancements where Wallace Drive meets West Saanich Road	**Option 1: $560,000** **Option 2: $782,000** (signal) **Option 3: $1.9M** (roundabout)	Concept details are available in the ISL traffic report (page 42)
▲ (12) **Trailhead –** Enhancement of trailhead where the Interurban Rail Trail crosses Wallace Drive	*Costed as above in option #11*	Concept details are available in the ISL traffic report (page 44)
■ (13) **Parking facilities –** Enhancement of parking facilities on Hartland Avenue for Mount Work Regional Park	**$400,000**	Cost is approximate. Concept details to be developed with CRD Parks in alignment with Mount Work Regional Park's forthcoming management plan
■ (14) **Intersection –** Intersection enhancements where Hartland Avenue and West Saanich Road meet Interurban Rail Trail/Interurban Road	**Option 1: $584,000** **Option 2: $605,000** (equestrian height buttons)	Concept details and drawings are available in the ISL traffic report (page 45)
■ (15) **Signage and infrastructure –** Signage and infrastructure enhancements near the Mount Work Regional Park trailhead on Meadowbrook Road	**$25,000**	Cost includes trailhead signage, roadside signage and a waste receptacle at the trailhead. Long-term parking options are being considered by CRD Parks as part of Mount Work Regional Park's forthcoming management plan
■ (16) **Community transfer station –** Siting and construction of a community transfer station for residents in West Shore communities	*N/A – this item is not costed*	Siting of transfer stations falls under the work of the broader Solid Waste Management Plan
● (17) **Police enforcement –** Additional police enforcement for speeding, illegal dumping and unsecured loads	*N/A – this item is not costed*	District of Saanich jurisdiction
● (18) **Enhanced illegal dumping education and signage –** Enhanced illegal dumping education for the region and signage in problem areas near Hartland Landfill	*N/A*	Illegal dumping education is an ongoing action within the Solid Waste Management Plan

Appendix 3 – Hartland Landfill Map

Appendix 4 – Community Feedback Form



Community Association Feedback Form

The Capital Regional District (CRD) is seeking community feedback on proposed mitigation options as commercial vehicle access to Hartland Landfill relocates in 2023.

Please provide your feedback to the questions below. The feedback we receive will help inform the prioritization of options for the CRD.

1. What is your local community association?

2. What are the top five options from the attached options table ("Hartland Landfill Commercial Access – Community Options") that you would like to see implemented? (Please include the option number)

3. In your view, should the CRD prioritize road improvements or recreational options?

4. Any other questions or input you would like to provide?

CRD Hartland Landfill – Commercial Vehicle Access Email: **rethinkwaste@crd.bc.ca** | Website: **crd.bc.ca/project/management-plan**

Making a difference...together

REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, SEPTEMBER 20, 2022

SUBJECT **Zoning Bylaw Amendment to Add Detached Accessory Suite as a Permitted Accessory Use in the Wildwood Terrace 4 (WT-4) Zone**

ISSUE SUMMARY

Property owners and consenting pre-sale landowners of land in the Jordan River area have submitted a joint application to amend the Wildwood Terrace 4 (WT-4) zone to allow for either one secondary suite or one detached accessory suite.

BACKGROUND

The subject area is located north of West Coast Road on the west side of Jordan River and includes all properties that are subject to the WT-4 zone (Appendix A). Land in the WT-4 zone is designated as Pacific Acreage in the Shirley-Jordan River Official Community Plan (OCP), Bylaw No. 4001. The area zoned WT-4 is composed of one 130.8 ha remainder parcel, four 1 ha lots, and a 13.8 ha 12-lot subdivision on Creekside Glen Place.

The subject area is not located within any CRD service areas, including fire protection. Covenant CA5916759 requires that all buildings and structures require an automatic sprinkler system that fully meets the requirements of the National Fire Protection Association (NFPA).

The various property owners and pre-sale contract holders have submitted applications and letters of authorization to amend the WT-4 zone for the purpose of establishing detached accessory suites as a permitted accessory use (Appendix B). Staff have prepared Bylaw No. 4496 for consideration (Appendix C).

At its meeting of July 19, 2022, the Juan de Fuca Land Use Committee recommended referral of the proposed bylaw to the Shirley-Jordan River Advisory Planning Commission (APC), CRD departments, BC Hydro, District of Sooke, Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR), FLNR - Archaeology Branch, FLNR – Water Protection Section, Island Health, Ministry of Transportation & Infrastructure, Pacheedaht First Nation, RCMP, Sooke School District #62, and T'Sou-ke First Nation. Comments have been received and are included in Appendix D.

ALTERNATIVES

Alternative 1
The Land Use Committee recommends to the Capital Regional District (CRD) Board:

1. That the referral of proposed Bylaw No. 4496, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 2022", to the Shirley-Jordan River Advisory Planning Commission, appropriate CRD departments, BC Hydro, District of Sooke, FLNR - Archaeology Branch, FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development, FLNR - Water Protection Section, Island Health, Ministry of Transportation & Infrastructure, Pacheedaht First Nation, RCMP, Sooke School District #62, and T'Sou-ke First Nation be approved and the comments received;
2. That proposed Bylaw No. 4496 be introduced and read a first time and read a second time; and
3. That in accordance with the provisions of section 469 of the *Local Government Act,* the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4496.

Alternative 2
That the CRD Board not proceed with proposed Bylaw No. 4496.

IMPLICATIONS

Legislative

The Advisory Planning Commissions (APCs) were established to make recommendations to the Land Use Committee on land use planning matters referred to them related to Part 14 of the *Local Government Act* (*LGA*). The Shirley-Jordan River APC considered the application at its meeting on August 9, 2022.

Should the proposal proceed, a public hearing pursuant to Part 14, Division 3 of the *LGA* will be required subsequent to the amendment passing second reading by the CRD Board. Property owners within 500 m of the subject land will be sent notice of the proposed bylaw amendment and a public hearing will be advertised in the local paper and on the CRD website.

Regional Growth Strategy

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

Referral Comments

Referrals were sent to 11 agencies, CRD departments, and to the Shirley-Jordan River APC. Comments received are summarized below and included in Appendix D.

BC Hydro stated that they have no issue with the proposed bylaw.

FLNR – Archaeology Branch stated that potential modelling indicates that there is not a high potential and there are no known archaeological sites.

FLNR – Ministry of Forests, Lands, Natural Resource Operations and Rural Development stated that they are unaffected by the proposed zoning changes at this time.

FLNR – Water Protection Section stated that further development and deforestation could impact the moderate vulnerability of the aquifer below the subject area and recommends limiting impervious surfaces; promoting natural drainage; retention & infiltration of storm water; as well as restricting the frequency of stream crossings during later subdivisions by arranging property boundaries that are responsive to riparian areas. The Ministry explained that any surface water diversion requires a water license and that individual wells could support indoor residential uses, but might be insufficient for additional uses, including outdoor residential uses. The Ministry encouraged the CRD to consider a long-term strategy for water supply because the subject area does not have access to a local water service, which could also address these potential issues.

Island Health referenced the *Drinking Water Protection Act* and the *BC Sewerage System Regulation*, and support the idea that suites and duplexes are acceptable forms of development to increase housing affordability. Island Health recommended that accessory buildings be constructed on lots serviced by municipal sewer and water, but should consult Island Health's Subdivision Standards where these services are unavailable.

The Ministry of Transportation & Infrastructure commented that the proposal falls within Section 52 of the *Transportation Act* and will require formal Ministry approval and signature. However, the Ministry has no objections to the proposed rezoning.

CRD – Bylaw and Animal Care Services stated that they have no issues with the proposed bylaw.

The Shirley-Jordan River APC considered the application at their August 9, 2022 meeting with approximately 5 members of the public in attendance. The Shirley-Jordan River APC moved the following motion:

> **MOVED** by Vivi Curutchet, **SECONDED** by Wayne Jackaman that the APC recommends to the LUC that proposed Bylaw No. 4496 proceed and that the APC state its support for addressing vacation rental use in all zones and its support for review of Bylaw No. 2040.
>
> **CARRIED**

Land Use

The Shirley-Jordan River OCP designates the subject area as Pacific Acreage. The intent of the Pacific Acreage land use designation is to support residential uses on parcels that are in the 2 ha range. Suites and duplexes are acceptable forms of development to increase the affordability of housing and offer rental accommodation. Permitting detached accessory suites as an accessory use within the WT-4 zone and updating Subsection 6E.03 "Density Provisions", to allow "One secondary suite or one detached accessory suite pursuant to Part 1, Subsection 4.19 & 4.20", per parcel is supported by this designation.

The current residential uses permitted within the WT-4 zone (Appendix E), are one single-family dwelling and one secondary suite. The abutting properties are zoned Wildwood Terrace 1, 2 and 3 (WT-1, WT-2, & WT-3). Rather than *detached accessory suites*, these zones permit *secondary dwellings*, which have a maximum floor area of 115 m^2. Proposed Bylaw No. 4496 does not increase the potential density within the WT-4 zone as it would only allow for a suite to be located within the principal building or to be within an accessory building (Appendix F). A *secondary suite* may have a maximum floor area of 90 m^2 or 40% of the principle dwelling's floor area, whichever is less, and a detached accessory suite may have a maximum floor area of 90 m^2.

Procedures and Future Development

The received comments have been reviewed by staff in conjunction with proposed Bylaw No. 4496.

The Shirley-Jordan River OCP identifies riparian, steep slopes, and sensitive ecosystem development permit areas (DPA) in the subject area. Land alteration, subdivision and building construction in a designated DPA require a development permit that may include a professional report. For development within a riparian DPA, a Riparian Areas Protection Regulation report with provincial approval is required prior to issuance of the permit. The CRD has no jurisdiction to require works around road culverts or within a road right-of-way and there are no regulations for residential lands limiting impermeable surfaces; however, the WT-4 zone does restrict the maximum parcel coverage to 25%, which provides increased opportunity for natural infiltration. Stormwater management is evaluated by the Ministry of Transportation and Infrastructure as part of subdivision applications.

Property owners are advised to confirm the requirements provided in the statues and regulations of the *Water Sustainability Act,* the *Drinking Water Protection Act,* and the *Public Health Act* regarding water quality, licensing, setbacks, and standards for the onsite servicing of future development.

The CRD's Regional Growth Strategy (RGS) provides a long-range water supply strategy for all of the communities within the Capital region. The RGS restricts the extension of local water services to address climate change by providing cost-effective and efficient services that better manage public assets while promoting densification of specified community areas within the region. While there are certain conditions where the CRD may consider supplementing current systems, the subject area is well beyond the reach of existing infrastructure. Extension of water service beyond planned boundaries should not contribute to sprawling settlement patterns that

are proven to have a high potential for compounding undesirable environmental and socio-economic impacts. Based on the information provided by the applicants, received comments, and the policies of the Shirley-Jordan River OCP, staff recommend that proposed Bylaw No. 4496 be introduced, read a first and second time, and that a public hearing be held.

CONCLUSION

The area that is the subject of this application includes all parcels that are zoned WT-4 under Bylaw No. 2040. The purpose of Bylaw No. 4496 is to amend the WT-4 zone by adding *detached accessory suites pursuant to part 1 subsection 4.20* as a permitted accessory use, and updating the applicable density provisions. Staff have prepared proposed Bylaw No. 4496 and recommend receipt of referral comments, first and second reading, and advancement to public heading.

RECOMMENDATION

The Land Use Committee recommends to the Capital Regional District (CRD) Board:

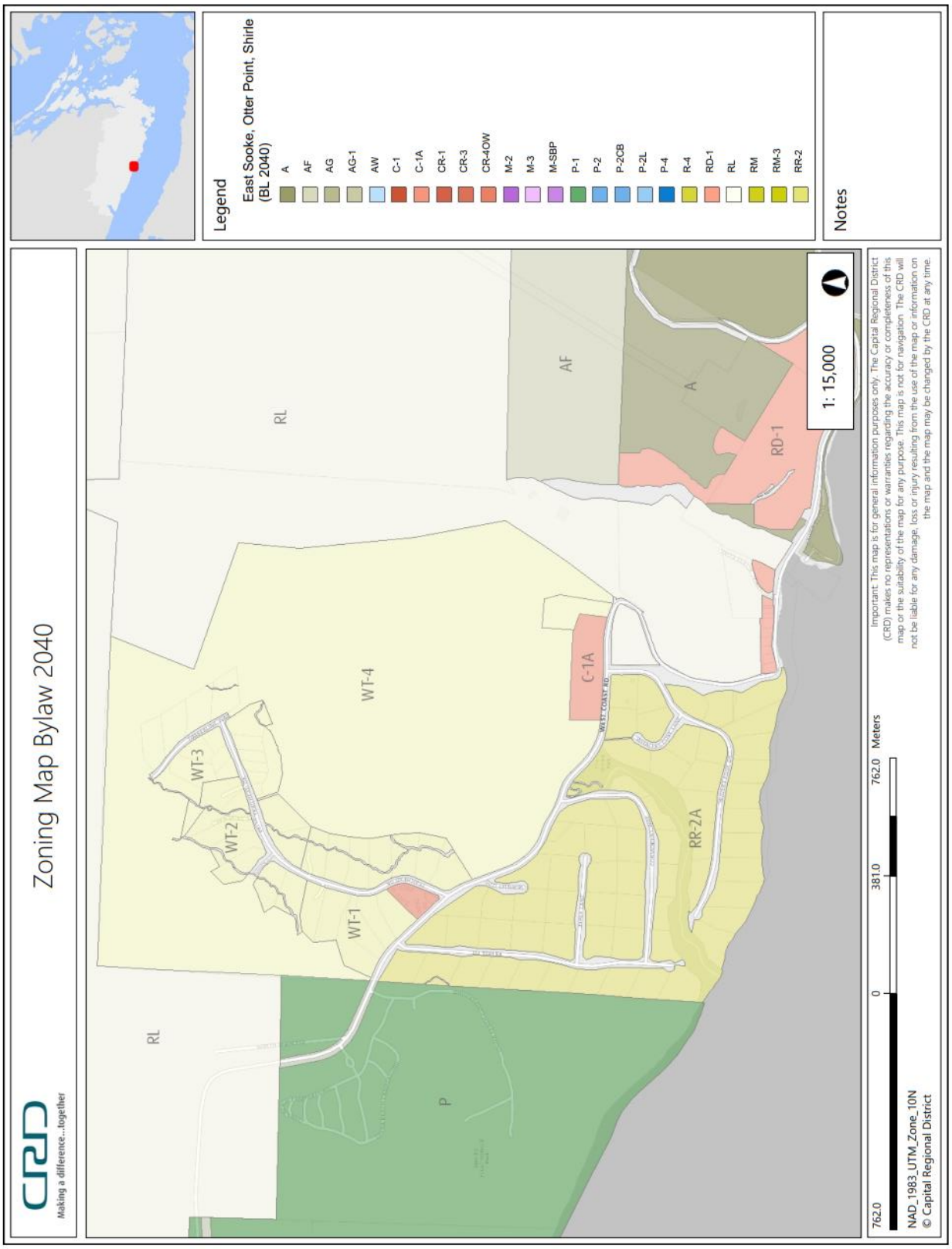
1. That the referral of proposed Bylaw No. 4496, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 2022", to the Shirley-Jordan River Advisory Planning Commission, appropriate CRD departments, BC Hydro, District of Sooke, FLNR -Archaeology Branch, FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development, FLNR - Water Protection Section, Island Health, Ministry of Transportation & Infrastructure, Pacheedaht First Nation, RCMP, Sooke School District #62, and T'Sou-ke First Nation be approved and the comments received;
2. That proposed Bylaw No. 4496 be introduced and read a first time and read a second time; and
3. That in accordance with the provisions of section 469 of the *Local Government Act,* the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4496.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, Juan de Fuca Local Area Services
Concurrence:	Emily Sinclair, MCIP, RPP, Acting General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Acting Chief Administrative Officer

ATTACHMENTS

Appendix A: Zoning Map
Appendix B: Detached Accessory Suites
Appendix C: Proposed Bylaw No. 4496
Appendix D: Referral Comments
Appendix E: Current Wildwood Terrace 4 Zone - WT-4
Appendix F: Proposed Wildwood Terrace 4 Zone - WT-4

Appendix A: Zoning Map



Appendix B: Detached Accessory Suites

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

4.20 DETACHED ACCESSORY SUITES

Bylaw 3605

(a) A detached accessory suite shall only be permitted in those zones in this bylaw which allow detached accessory suites, and if the parcel size is 0.4ha or greater;

(b) Only one detached accessory suite or one secondary suite shall be permitted per lot;

(c) The detached accessory suite can be freestanding or combined with an accessory building;

(d) A building permit must be obtained for a detached accessory suite. An assessment of the property's ability to accommodate an increase in onsite sewerage capacity i.e., that the system is capable of supporting the additional effluent flow produced by the suite is required. An Authorized Person as defined in the *Public Health Sewerage System Regulation* is to conduct the assessment and determine whether an expansion of the existing system would be possible and submit a letter either authorizing the existing system is satisfactory or requiring specific upgrades;

(e) Proof of source of potable water, in addition to the quantity required for the principal dwelling unit, of at least 1400 litres per day;

(f) The floor area of a detached accessory suite shall not be smaller than 33.4m^2 and not exceed 90m^2;

(g) The maximum height of an accessory building used for a detached accessory suite shall be 7m to the peak of the roof; *Bylaw 3849*

(h) Detached accessory suites must be located within the same side and rear yard setbacks as the principal dwelling; *Bylaw 3849*

(i) One additional on-site parking space shall be provided for a detached accessory suite;

(j) Access to the detached accessory suite is to be provided from the same road access that provides access to the principal dwelling. In cases where a separate access for the detached accessory suite is required this access must first be approved by the Ministry of Transportation and Infrastructure prior to access construction or final approval by the Capital Regional District; *Bylaw 3705*

(k) The detached accessory suite may be in the form of manufactured or modular home but shall not exceed a length of 13m, but does not include a Recreation Vehicle or Travel Trailer;

(l) An owner of the lot must occupy either the detached accessory suite or the principal dwelling;

(m) The keeping of boarders and lodgers shall not be permitted within a single family dwelling on a lot containing a detached accessory suite;

(n) A bed and breakfast use shall only be permitted in the principal dwelling unit on a lot containing a detached accessory suite;

(o) A detached accessory suite is not permitted on a lot with a two-family dwelling; *Bylaw 3705*

(p) As a detached accessory suite is accessory to a principal dwelling, a detached accessory suite cannot be registered as a building strata. *Bylaw 3973*

Appendix C: Proposed Bylaw No. 4496

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4496

****

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

****

The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE A, PART 2, SECTION 6E.0 WILDWOOD TERRACE 4 ZONE – WT-4

(a) By adding a new paragraph to Section 6E.01 under *Accessory Uses* as follows:

"(g) Detached accessory suite pursuant to Part 1, Subsection 4.20"; and

(b) By replacing the text of the paragraph in Section 6E.03, subsection (b) as follows:

"(b) One secondary suite or one detached accessory suite prusuant to Part 1, Subsection 4.19 & 4.20".

2. This bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 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 D: Referral Comments

From: Mann, Elaine
To: Wendy Miller
Cc: Design, SVI
Subject: RE: Zoning Amendment Application RZ000278 - CRD Referral (WT-4 Zone Suites - Jordan River)
Date: Wednesday, July 20, 2022 10:08:34 AM
Attachments: PPS-JDF-2022-07-19-RZ000278-Referral-LUC-Report.pdf
REFFERAL-FORM-AGENCIES-RZ000278.pdf

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi Wendy

Property Rights Services have no issue with bylaws. If South Vancouver Island Design have any comments they can contact you via separate email.

Regards,

Elaine Mann | Property Coordinator, Property Rights Services

BC Hydro
Vancouver Island
400 Madsen Road | Nanaimo, BC V9R 5M3

P 250-755-7169
E elaine.mann@bchydro.com

bchydro.com

Smart about power in all we do.

From: Cooper, Diana FOR:EX
To: Wendy Miller
Subject: RE: Zoning Amendment Application RZ000278 - CRD Referral (WT-4 Zone Suites - Jordan River)
Date: Wednesday, August 10, 2022 7:46:56 AM
Attachments: image002.png
image003.png

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hello Wendy,

Thank you for your referral regarding proposed rezoning of the Wildwood Terrace development on West Coast Road to allow for either one secondary suite or one detached accessory suite. Please review the screenshot of the area below (outlined in yellow) and notify me immediately if it does not represent the area listed in your referral.

Results of Provincial Archaeological Inventory Search

According to Provincial records, there are no known archaeological sites recorded within the WT-4 Zone.

Archaeological potential modelling for the area does not indicate a high potential for previously unidentified archaeological sites to be found on the subject property.

Archaeology Branch Advice

The Archaeology Branch does not identify a need for archaeological study or Provincial heritage permit(s) at the time of this referral response.

Please notify all individuals (e.g., owners, developers, equipment operators) involved in land-altering activities (e.g., home renovations, property redevelopment, landscaping, service installation) that if archaeological material is encountered during development, they **must stop all activities immediately** and contact the Archaeology Branch for direction at 250-953-3334.

Rationale and Supplemental Information

- Archaeological study and Provincial heritage permit(s) are not required in the absence of an archaeological site.
- There is always a possibility for previously unidentified archaeological sites to exist within the area of interest.
- Archaeological sites are protected under the *Heritage Conservation Act* and must not be damaged or altered without a Provincial heritage permit issued by the Archaeology Branch. This protection applies even when archaeological sites are previously unidentified or disturbed.

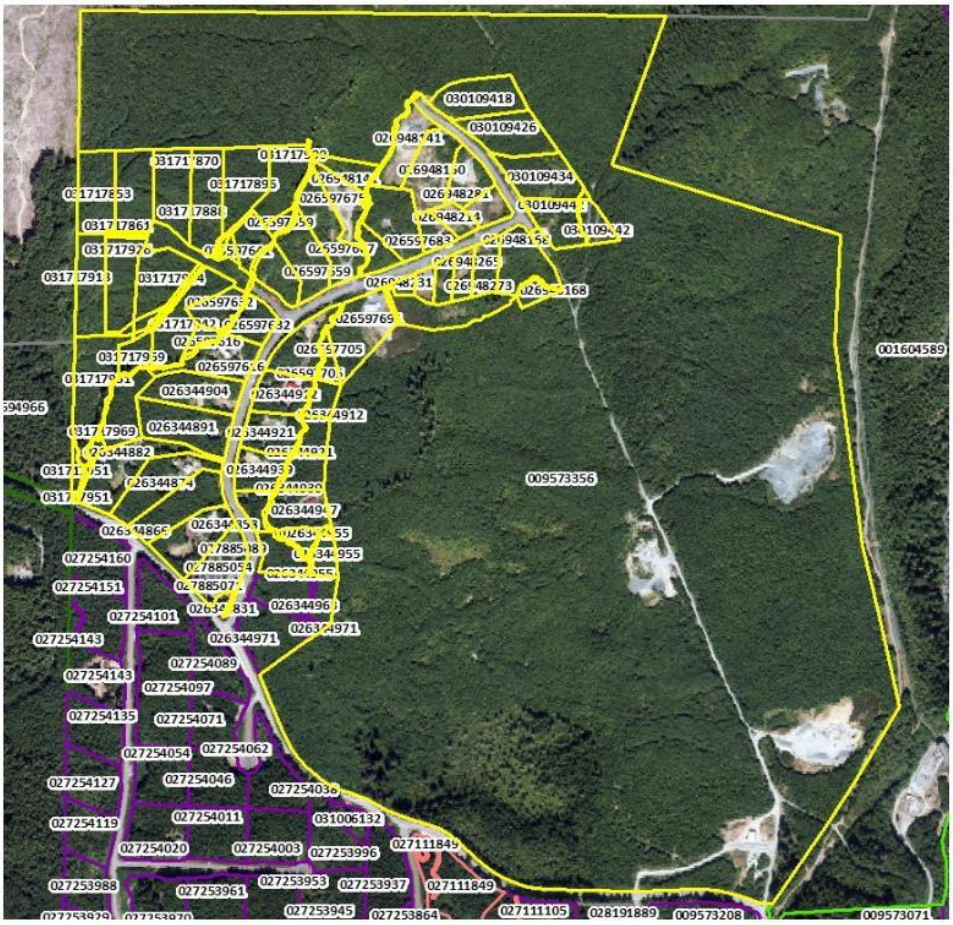
Questions?

For questions about the archaeological permitting and assessment process, please contact the Archaeology Branch at 250-953-3334 or archaeology@gov.bc.ca.

For more general information, visit the Archaeology Branch website at www.gov.bc.ca/archaeology.

Kind regards,

Diana



Please note that subject lot boundaries (yellow) indicated on the enclosed screenshot are based on information obtained by the Archaeology Branch on the date of this communication and may be subject to error or change.

Diana Cooper
Archaeologist/Archaeological Information Administrator
Archaeology Branch|Ministry of Forests
Phone: (250) 953-3343|Email: diana.cooper@gov.bc.ca |Website www.gov.bc.ca/archaeology

RESPONSE SUMMARY – REZONING APPLICATION RZ000277

___ Interest Affected by Proposal for Reasons Outlined Below

X Interest Unaffected by Proposal

Comments:

There is no affect identified at this time as the zoning changes will only impact the private land.

Digitally signed by Jesse Hopps
Date: 2022.03.10 11:58:02 -08'00'

Signed

Sr. Authorization Specialist
Title

FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Agency

Date

RESPONSE SUMMARY – REZONING APPLICATION RZ000278

___X Interest Affected by Proposal for Reasons Outlined Below

___ Interest Unaffected by Proposal

Comments:

The Ministry of Forests, Water Protection Section has received a referral with respect to proposed land use change of the subject parcels. The primary source of water in this area is Aquifer 943 (AQ943), a fractured crystalline bedrock aquifer that has been mapped from Jordan River to Rosamond Creek (AQ943 Summary). The aquifer is considered moderately vulnerable to contaminants introduced at the land surface. Changes in land use, including road building and deforestation may alter the hydraulic processes such as aquifer recharge. Promoting or mandating practices to limit impervious surfaces, and promote natural drainage, retention and infiltration of stormwater are recommended. For the larger (144 ha) parcel, orientation of subdivision lot boundaries to retain and enhance stream riparian buffers (minimum 30 m) and limit stream crossings is also recommended.

New well construction must meet requirements within the *Water Sustainability Act*, Ground Water Protection Regulation, including ensuring a minimum setback distance of 15 m between wells on adjacent properties. The *Public Health Act*, Health Hazard Regulation requires wells to be sited a minimum of 30 m from probable sources of contamination including septic tanks and disposal fields.

The subject area does not have a local water service provider and water is intended to be supplied by individual wells. AQ943 has limited productivity, and wells are typically deep with low yields, in particular in high elevation areas. Existing wells along Timberline Way average 200 m (650 ft) deep, most with estimated yields of 3.8 L/min (1 US gallon per minute) or less. Actual well productivity is often less than estimated by the driller when the well was drilled and may be seasonally limited due to reduced productivity during dry months. Residential demand for indoor use is normally small (average 270 L/day/household), and individual wells in this part of the aquifer may provide adequate quantity for indoor residential use, including use for a secondary suite, but there may be insufficient quantity for larger uses including residential outdoor use, and non-domestic (licensable) purposes. Where well yields are low or seasonally limited, alternate water sources such as rainwater collection or bulk hauling may need to be used. Deeper wells are often associated with production of mature groundwater which can have elevated concentrations of metals such as iron, manganese, or arsenic, necessitating water to be treated to potable standards. If development in this area continues, the Capital Regional District may want to consider a long-term strategy for water supply in this region.

A water licence is required for any surface water diversion, or non-domestic groundwater use (not currently proposed for the development). For information on water rights and licensing see: https://www2.gov.bc.ca/gov/content/environment/air-land-water/water/water-licensing-rights.

No additional concerns are noted regarding the proposed bylaw.

Signed : Sylvia Barroso _____

Regional Hydrogeologist, West Coast Water Protection, Ministry of Forests

August 3, 2020

RESPONSE SUMMARY – REZONING APPLICATION RZ000278

☑ Interest Affected by Proposal for Reasons Outlined Below

___ Interest Unaffected by Proposal

Comments:

Thank you for the opportunity to provide comment on the proposed amendment. Island Health supports the belief that "suites and duplexes are acceptable forms of development to increase the affordability of housing and offer rental accomodation". We recommend that accessory buildings be constructed on lots that are serviced by municipal sewer and water to reduce the regulatory burden on homeowners. Where this is not available, Island Health's Subdivision Standards should be considered in regards to lot size to ensure the lot is able to support acceptable sewerage disposal areas and allow for the provision of potable water. Please review the applicable legislation pertaining to this development which includes the Drinking Water Protection Act and Regulation as well as the BC Sewerage System Regulation.

Sincerely,

Tim Hibbs
Island Health

Tim Hibbs
Signed

Environmental Health Officer
Title

August 10, 2022
Date

Island Health
Agency

RESPONSE SUMMARY – REZONING APPLICATION RZ000278

___ Interest Affected by Proposal for Reasons Outlined Below

_X_ Interest Unaffected by Proposal

Comments:

The proposal falls within Section 52 of the Transportation Act and will require formal Ministry approval and signature. The Ministry has no objections to the proposed rezoning.

	Senior Development Officer
Signed	Title
July 28, 2022	Ministry of Transportation
Date	Agency

From: Mark Groulx
To: Wendy Miller
Cc: Shayne Gorman; Coral L. Henderson
Subject: RE: Zoning Amendment Application RZ000278 - Referral (WT-4 Zone Suites - Jordan River)
Date: Wednesday, August 10, 2022 8:48:30 AM

Good day Wendy,

No issues from our dept!

Thanx,

Mark Groulx | Chief Bylaw Officer
Bylaw and Animal Care Services | Capital Regional District
212-2780 Veterans Memorial Parkway, Victoria BC V9B 3S6
T: 250.474.3351 | F : 250.391.9727
mgroulx@crd.bc.ca

Making a difference...together

Minutes of a Meeting of the Shirley-Jordan River Advisory Planning Commission Held August 9, 2022 at Juan de Fuca Local Area Services Building, 3-7450 Butler Road, Otter Point, BC

PRESENT: Fiona McDannold (Chair), Vivi Curutchet, Wayne Jackaman (EP), Melody Kimmel
Staff: Iain Lawrence, Senior Manager, JdF Local Area Services;
Darren Lucas, Planner; Wendy Miller, Recorder
ABSENT: Emily Anderson
PUBLIC: 4 (EP); 1 in-person

EP – Electronic Participation

The meeting was called to order at 7:00 pm.

1. **Approval of the Agenda**

   MOVED by Melody Kimmel, **SECONDED** by Vivi Curutchet that the agenda be approved. **CARRIED**

2. **Approval of the Supplementary Agenda**

   MOVED by Melody Kimmel, **SECONDED** by Vivi Curutchet that the supplementary agenda be approved. **CARRIED**

3. **Adoption of the Minutes of March 15, 2022**

   MOVED by Melody Kimmel, **SECONDED** by Vivi Curutchet that the minutes of March 15, 2022 be adopted. **CARRIED**

4. **Planner's Report**
   Further to the APC's consideration of the zoning amendment application for Kirby Creek (Bylaw No. 4464), Iain Lawrence reported that the CRD Board will consider giving proposed Bylaw No. 4464 first and second reading and direction to proceed to public hearing at its meeting of August 10, 2022. The public hearing is tentatively scheduled for September.

   Iain Lawrence introduced Darren Lucas, Planner.

5. **Zoning Amendment Application**
   a) **RZ000278 - To Add Detached Accessory Suite as a Permitted Accessory Use in the Wildwood Terrace 4 (WT-4) Zone**
   Darren Lucas spoke to the staff report for a joint application to amend the Wildwood Terrace 4 (WT-4) zone to allow opportunity for a suite to be located in an accessory building. The subject properties, zoning map and proposed amendment to the WT-4 zone were highlighted. It was advised that proposed Bylaw No. 4496 will not increase density or minimum setbacks permitted by the WT-4 zone.

The applicant stated that:
- the WT-4 zone does not permit a secondary dwelling, unlike the WT-1, WT-2 and WT-3 zones
- the WT-1, WT-2 and WT-3 zones permit a greater height for principal buildings and a greater Total Floor Area than the WT-4 zone
- amending the WT-4 zone to provide opportunity for either a secondary suite or a detached accessory suite would provide greater equity between the residential zones in Jordan River and the Juan de Fuca
- the amendment does not propose a change to parcel coverage or Total Floor Area
- the proposal is consistent with the Official Community Plan
- opportunity for a secondary suite or a detached accessory suite would provide greater housing options/greater property affordability options

Brenda Mark, Shirley:
- the staff report notes that suites are considered acceptable forms of development to increase the affordability of housing and offer rental accommodation
- the Juan de Fuca Land Use Bylaw, Bylaw No. 2040, does not regulate rental length of stay nor does it regulate vacation rental use with the exception of bed and breakfast use
- without these regulations, suites are being used as vacation rentals which do not provide residential housing
- lack of residential housing and unregulated vacation rental use is becoming an issue in many communities including the Juan de Fuca
- the conversation regarding vacation rental use needs to start because the issue is not going away
- the proposal to add detached accessory suite to the WT-4 zone provides opportunity to consider adding language to proposed Bylaw No. 4496 to address rental length of stay and vacation rental use in Bylaw No. 2040
- Bylaw No. 2040 is old and requires review

Kate Vallance and Charles Macpherson, Jordan River:
- own a WT-4 zoned lot
- support the bylaw amendment to provide a housing option for family

Iain Lawrence responded to a question from the APC advising that prior to 2010 the Wildwood Terrace properties were not zoned. The land is designated Private Managed Forest Land (PMFL) and the WT-4 zone includes resource extraction as a permitted use as the parcel has historically included a gravel processing area.

The applicant stated that:
- the WT-1, WT-2 and WT-3 zones reflect the building schemes registered prior to the properties being zoned
- at the time that zoning was being considered, many different draft zones were under review
- it is suspected that adding a detached accessory suite as a permitted use in the WT-4 zone was overlooked
- regulation of vacation rental use is a larger question for the CRD consider

APC comments included:
- appreciate the comments submitted by residents to the LUC and the APC
- acknowledge that many lots in the subject area are irregular and subject to riparian setbacks
- setbacks for a detached accessory suite should avoid awkward siting
- variances can be requested to reduce required setbacks
- variances to reduce setbacks to address riparian and steep slope areas have been approved, causing tension in the community
- suites are an important housing option
- support the detached accessory suite regulations requiring that the owner of the lot must occupy either the detached accessory suite or the principal dwelling
- length of rental stay/vacation rental use is a concern and needs to be addressed
- enforcement/enforcement resources for non-compliance is an issue
- Bylaw No. 2040 is in need of review

Iain Lawrence responded to questions from the APC advising that:
- staff would need to see a site plan and building design to comment on structure siting for a specific parcel
- adjacent owners and occupiers receive notice of variance applications
- the LUC and the BOV have both been sensitive to neighbour concerns in considering approval of variances
- staff is aware of the communities' long-standing interest in reviewing Bylaw No. 2040

MOVED by Vivi Curutchet, **SECONDED** by Wayne Jackaman that the APC recommends to the LUC that proposed Bylaw No. 4496 proceed and that the APC state its support for addressing vacation rental use in all zones and its support for review of Bylaw No. 2040.

CARRIED

6. Adjournment

The meeting adjourned at 7:41 pm.

_____
Chair

PPSS-35010459-2873

Appendix E: Current Wildwood Terrace 4 Zone – WT-4

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

6E.0 WILDWOOD TERRACE 4 ZONE - WT-4

Bylaw 3759

6E.01 Permitted Uses

In addition to the uses permitted in Section 4.15 of Part 1 of this Bylaw, the following uses and no others shall be permitted in the Wildwood Terrace 4 WT-4 Zone:

Principal Uses:

(a) Residential;
(b) Resource Extraction;
(c) Processing Facility for gravel and rock material including related shop/office and weigh scale facilities;

Accessory Uses:

(d) Home Based Business Categories One, Two and Three;
(e) Buildings or structures accessory to the above uses pursuant to Part 1, Subsection 4.01;
(f) Secondary suite pursuant to Part 1, Subsection 4.19.

6E.02 Minimum Parcel Size for Subdivision Purposes

(a) For Section 4, Renfrew District, except those parts in Plans 427R, 23879, VIP68644, VIP79213 and VIP82411, PID:009-573-356, as shown on Map No. 3, an average parcel size is 2 ha with no parcel being less than 1 ha, to a maximum number of 54 parcels;
(b) For Section 946(4) of the *Local Government Act* purposes, the minimum parcel size of the remainder parcel is 2 ha.

6E.03 Density Provisions

(a) One single-family dwelling;
(b) One secondary suite;
(c) On Section 4, Renfrew District, except those parts in Plans 427R, 23879, VIP68644, VIP79213, VIP80549 and VIP82411, PID: 009-573-356, one processing facility is permitted in conjunction with a valid permit issued in compliance with the Ministry of Forests, Mines and Lands and CRD Bylaw No. 3297, A Bylaw to Regulate the Removal or Deposit of Soil on Lands within the Juan de Fuca Electoral Area.

6E.04 Height

Maximum height of principal buildings shall be 9 m.

6E.05 Parcel Coverage

Parcel coverage shall not exceed 25%.

6E.06 Maximum Size of Principal Buildings

Principal buildings and structures shall not exceed a Total Floor Area of 418 m^2.

6E.07 Yard Requirements

No principal building shall be located within:

(a) 7.5 m of a front parcel line;
(b) 6 m of a side parcel line; and
(c) 10 m of a rear parcel line.

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

6E.08 Setbacks for Processing Facilities

Notwithstanding the above, setbacks for processing facilities are as follows:

(a) 50 m from parcel boundaries;
(b) 100 m from residential parcel boundaries.

Appendix F: Proposed Wildwood Terrace 4 Zone – WT-4

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

6E.0 WILDWOOD TERRACE 4 ZONE - WT-4

Bylaw 3759

6E.01 Permitted Uses

In addition to the uses permitted in Section 4.15 of Part 1 of this Bylaw, the following uses and no others shall be permitted in the Wildwood Terrace 4 WT-4 Zone:

Principal Uses:

(a) Residential;
(b) Resource Extraction;
(c) Processing Facility for gravel and rock material including related shop/office and weigh scale facilities;

Accessory Uses:

(d) Home Based Business Categories One, Two and Three;
(e) Buildings or structures accessory to the above uses pursuant to Part 1, Subsection 4.01;
(f) Secondary suite pursuant to Part 1, Subsection 4.19.
(g) Detached accessory suite pursuant to Part 1, Subsection 4.20

6E.02 Minimum Parcel Size for Subdivision Purposes

(a) For Section 4, Renfrew District, except those parts in Plans 427R, 23879, VIP68644, VIP79213 and VIP82411, PID:009-573-356, as shown on Map No. 3, an average parcel size is 2 ha with no parcel being less than 1 ha, to a maximum number of 54 parcels;
(b) For Section 946(4) of the *Local Government Act* purposes, the minimum parcel size of the remainder parcel is 2 ha.

6E.03 Density Provisions

(a) One single-family dwelling;
(b) One secondary suite or one detached accessory suite pursuant to Part 1, Subsection 4.19 & 4.20;
(c) On Section 4, Renfrew District, except those parts in Plans 427R, 23879, VIP68644, VIP79213, VIP80549 and VIP82411, PID: 009-573-356, one processing facility is permitted in conjunction with a valid permit issued in compliance with the Ministry of Forests, Mines and Lands and CRD Bylaw No. 3297, A Bylaw to Regulate the Removal or Deposit of Soil on Lands within the Juan de Fuca Electoral Area.

6E.04 Height

Maximum height of principal buildings shall be 9 m.

6E.05 Parcel Coverage

Parcel coverage shall not exceed 25%.

6E.06 Maximum Size of Principal Buildings

Principal buildings and structures shall not exceed a Total Floor Area of 418 m^2.

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No principal building shall be located within:

(a) 7.5 m of a front parcel line;
(b) 6 m of a side parcel line; and
(c) 10 m of a rear parcel line.

Schedule "A" of Capital Regional District Bylaw No. 2040
Juan de Fuca Land Use Bylaw

6E.08 Setbacks for Processing Facilities

Notwithstanding the above, setbacks for processing facilities are as follows:

(a) 50 m from parcel boundaries;
100 m from residential parcel boundaries.

Making a difference...together

REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF SEPTEMBER 20, 2022

SUBJECT **Zoning Amendment for That Part of Section 17, Otter District, Lying East of Otter Point Road, Except Parcel C (DD43782I) And Except Parts in Plans 3054 And 17721 – 3542 & 1-3542 Otter Point Road**

ISSUE SUMMARY

The landowner has submitted an application that proposes a minor expansion of the Rural Residential 2 (RR-2) zone on the northern portion of the property and changes the zone on the southern portion of the property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) Zone to permit business and general industrial uses with limitations.

BACKGROUND

The adoption of Bylaw No. 4316 (RZ000267) in 2021, authorized the zoning of the 15 ha property located at 3542 Otter Point Road as Rural Residential 2 (RR-2) and Industrial Sawmill (M-3) under the Juan de Fuca Land Use Bylaw No. 2040 (Appendix A). The parcel is adjacent to the Tenbury Road right-of-way (ROW) and Rural A zone land to the east; the Wieland Road ROW and the District of Sooke boundary to the south; Rural Residential 3 (RR-3) zoned properties to the west; and Otter Point Road and RR-2 zoned lands to the north. There is an existing dwelling and sawmill operation on the property. The current RR-2 zone would allow for the creation of up to six 1 ha RR-2 parcels, one 8 ha M-3 zoned parcel and additional road dedication.

The property is designated as Settlement Area 2 in the Otter Point OCP and is subject to the Watercourse & Wetlands and Commercial & Industrial development permit areas. The parcel is within the Otter Point Fire Protection Local Service Area, but outside a community water service area.

The landowner submitted a bylaw amendment application for the Juan de Fuca Land Use Committee's (LUC) consideration in 2021 to rezone the Industrial Sawmill (M-3) zoned area to a new Rural Industrial (M-RU) Zone. This preliminary amendment proposed a range of general industrial and business uses along with a range of associated retail opportunities.

The property has an ongoing two-phase subdivision application (SU000711), which requires a development permit (DP000370). The rezoning and subdivision plan is referenced within Appendix B.

At its meeting of July 20, 2021, the LUC recommended referral of the proposed bylaw to the Otter Point Advisory Planning Commission (APC), and to relevant CRD Departments and external agencies. In response to comments received, the application was revised by removing cannabis production and accommodation for recreational vehicles, and adding limitations to the general industrial use within the new M-RU zone. In accordance with these changes, Staff have revised proposed Bylaw No. 4423 (Appendix C).

ALTERNATIVES

Alternative 1
The Land Use Committee recommends to the Capital Regional District (CRD) Board:

a) That the referral of proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" to the Otter Point Advisory Planning Commission; the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission; CRD departments; BC Hydro; Department of Fisheries and Oceans; District of Sooke; Ministry of Agriculture; Ministry of Environment and Climate Change Strategy; Ministry of Forests, Lands and Natural

Resource Operations; Ministry of Transportation and Infrastructure; RCMP; Sooke School District #62; and T'Sou-ke First Nation be approved and the comments received;

b) That proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" be introduced and read a first time and read a second time; and

c) That in accordance with the provisions of Section 469 of the *Local Government Act*, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a public hearing with respect to Bylaw No. 4423.

Alternative 2
That the CRD Board not proceed with proposed Bylaw No. 4423

Alternative 3
That more information be provided.

IMPLICATIONS

Legislative
The Advisory Planning Commissions (APCs) were established to make recommendations to the Land Use Committee on land use planning matters referred to them related to Part 14 of the *Local Government Act* (*LGA*). The Otter Point APC considered the application at its meeting on August 11, 2021.

Should the proposal proceed, a public hearing pursuant to Part 14, Division 3 of the *LGA* will be required subsequent to the amendment passing second reading by the CRD Board. Property owners within 500 m of the subject property will be sent notice of the proposed bylaw amendment and a public hearing will be advertised in the local paper and on the CRD website.

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

Referral Process
Referrals were sent to 13 agencies and CRD departments, and to the Otter Point APC. Comments received are summarized below and included in Appendix D.

BC Hydro; District of Sooke; FLNR – Archaeology Branch; FLNR - Ministry of Forests, Lands, Natural Resource Operations and Rural Development stated that they have no issue and/or their interests remain unaffected by with the proposed bylaw to rezone a portion of the subject property.

FLNR – Ecosystems Section provided conditions that ensure the riparian areas on the property are protected during future development. Development must adhere to the *Riparian Areas Protection Regulation* (*RAPR*) and the *Water Sustainability Act* (*WSA)* using the best management practices presented in the Develop with Care (2014) document.

Island Health stated that they have no objections provided that the food and personal service establishments obtain the necessary approvals through Island Health; that water supply systems obtain an operating permit under the *Drinking Water Protection Act (DWPA);* and that any sewage systems be in compliance with the Sewerage System Regulation.

Ministry of Environment & Climate Change Strategy (MOE) confirmed that applications such as Bylaw No. 4423, where a Site Disclosure Statement (SDS) is required cannot be approved by the CRD until the applicant receives approval and/or permission from the Province and provides a copy to the CRD.

Ministry of Transportation and Infrastructure (MoTI) stated no objection to the proposed rezoning; however, the applicant is required to complete a Traffic Impact Study (TIS/TIA), and the proposed development must not direct drainage towards Ministry ROWs.

Otter Point Fire Department commented that a water storage system of no less than 60,000 gallons must be installed prior to further development or subdivision. The system must be engineered to deliver a minimum of 1,000 gallons permit per minute, with the hydrant located close to the entrance of the industrial property to ensure access.

RCMP and Sooke School District #62 specified that they have no concerns and or no comments regarding this application.

CRD Bylaw Enforcement stated that they have no concerns.

CRD Building Inspection advised that there are outstanding building permit requirements on the property and that certain aspects of the construction will involve oversight of a Registered Professional.

The Otter Point APC met on August 11, 2021 to consider the application with 7 members of public in attendance. The Otter Point APC made the following motion:

MOVED by Bud Gibbons, **SECONDED** by Sid Jorna that the Otter Point Advisory Planning Commission report to the Juan de Fuca Land Use Committee (LUC) that:

- It recommends that the LUC monitor water use, considering the possibility of 10 wells feeding out of an already burdened aquifer
- The issue of fire suppression, especially in drought conditions, is a burden on water storage and water capture
- There is large concern for the possibility of twelve RVs being housed, placing demand on services and also potentially being another source of fire hazard due to the number of propane tanks
- It wishes to see the Wieland Road trail connector be part of the overall plan.

Land Use

The subject property is currently zoned RR-2 and M-3 and is designated as Settlement Area 2 in the Otter Point OCP. The Settlement Area designations contemplate industrial uses on lands zoned industrial and support accommodating limited industrial and commercial development with a focus on the Sooke Business Park.

Since the Land Use Committee first considered this application in 2021 and landowner has amended the application in response to comments from the agencies and the APC. Amendments include a minor southerly expansion of the RR-2 zone to ensure alignment of future property lines with zoning boundaries; removal of cannabis production and accommodation for recreational vehicles; and limitations to the general industrial use.

The M-RU zone includes some of the permitted uses provided in the nearby Sooke Business Park (M-SBP) zone, but stipulates a lower density. The M-RU zone has a larger 1.7 ha minimum lot size, rather than the 900 m^2 minimum lot size permitted by the M-SBP zone. The M-RU zone includes a maximum lot coverage of 25% and a floor area ratio of 0.4, whereas the M-SBP zone stipulates a maximum lot coverage of 60% and no floor area ratio regulation. Therefore, the maximum density on a 1.7 ha lot within the M-RU zone could allow for a total floor area of 6,800 m^2 with a total building footprint of 4,250 m^2. The M-RU zone also specifies screening requirements and is intended to provide an opportunity for less dense and impactful industrial development relative to the M-SBP zone.

The permitted uses proposed by Bylaw No. 4423, include continued operation of the existing sawmill, as well as limitations to the general industrial use; business office and support services; athletic facilities; personal services; unenclosed storage; retail sales of building and landscaping

supply; retail sales of vehicle accessory parts; retail sales accessory to a principle industrial use; and one accessory caretaker dwelling unit with a maximum floor area of 110 m^2. The M-RU zone specifically prohibits refuse and garbage dumps, including transfer stations; salvage and wrecking yards, including auto salvage and wrecking; and the burning of vehicles and other salvage.

Procedures and Future Development
The property owner is advised of the requirements under the *RAPR*, *WSA*, *DWPA,* in addition to interrelated regulations, codes, and statues contained within these Acts. Some concerns from Provincial Ministries may also be addressed through CRD procedure.

Development proposals should demonstrate that community values and features can be protected subject to the criteria outlined in the Otter Point OCP, including review of the geotechnical and environmental constraints of the site; adequate potable water and sewage disposal; protection of existing groundwater supplies; appropriate scale of development; protection of natural features; adequate setbacks and vegetated buffers; protection of land considered regionally or locally significant; use of 'green' building techniques; and other works, services or community benefits required to mitigate the impact of development.

The Otter Point OCP also identifies high potential park and trail opportunities including a desire to establish an inter-connected network of trails through the Plan area. The JDF Community Parks division currently holds a Licence of Occupation over Wieland Road ROW for future construction of a multi-use trail extending from William Simmons Memorial Park to Kemp Lake Road, but the ROW terminates at the subject property. The rezoning plan provided by the applicant proposes the dedication of these ROWs for future trail development where procurement will be arranged as part of the ongoing subdivision application.

As part of rezoning application RZ000267, which rezoned the subject property from Rural A to RR-2 and M-3, an environmental assessment report was prepared by Corvidae Environmental Consulting Inc. The report identified a riparian area on the property and recommended replanting and restoration measures. Replanting and restoration was required prior to adoption of the previous zoning bylaw amendment and active development permit application DP000370 is a requirement for the ongoing subdivision application. The development permit application involves the continuation of the Environmental Impact Assessment by Corvidae, and will require Provincial review and approval in accordance with the *RAPR*.

The CRD Building Inspection Division advised that a Registered Professional will be required to be involved in certain aspects of the construction and that the applicant is advised to work with the CRD to resolve any outstanding building permits. The need for fire protection measures was also raised by the Otter Point Volunteer Fire Department. As a condition of the previous zoning bylaw amendment for this property (RZ000267), the applicant was required to register a covenant (CA8709728) to ensure the installation of a 60,000 gallon water supply dedicated to fire protection for the industrial sawmill use and the community. Installation of the system is required prior to approval of subdivision application SU000711 or completion of building permits.

Should the rezoning be approved, the owner would be required to provide proof of potable water for each new industrial parcel created as part of the subdivision process. As was noted during the previous zoning amendment application to rezone the property from Rural A to Rural Residential 6 and Industrial Sawmill, members of the public expressed concern that groundwater supplies are scarce in the area and that many wells run dry. To address this broader concern, the CRD has installed a bulk drinking water station on Otter Point Road in Sooke that provides potable water through the Juan de Fuca Water Distribution System. The overall level of development permitted under the previous Rural A zone is comparable to that under the RR-6 and M-RU zones. The *Water Sustainability Act* requires that non-domestic users of groundwater obtain a licence; therefore, water used for industrial purposes under the proposed M-RU zone will require a

provincial water licence, the issuance of which includes an analysis by Ministry staff of existing water use in the area.

Part 2 Division 3 Section 4.2 of the *Contaminated Sites Regulation* of the *Environmental Management Act*; exempts the landowner from the requirement of providing the CRD with an SDS. Therefore the CRD can no longer require an SDS from the landowner for the purposes of the subject rezoning application. A copy of this section from the *Contaminated Sites Regulation* under the *Environmental Management Act* is included along with MOE's comments in Appendix D.

The landowner has provided a Traffic Impact Study (TIS) (Appendix E) and a stormwater management (SWM) briefing (Appendix F) for the review by the Ministry of Transportation & Infrastructure. The TIS identified locations for future motor vehicle access with the best visibility. The potential development will generate approximately 46 new trips during the peak hours; however, this additional traffic will not impact the use or safety of Otter Point Road. The SWM briefing outlined the conditions for onsite management on each proposed lot. The briefing stated that an increase in runoff and adverse effects to downstream water, habitats, and structures, future development should be mitigated. This can be achieved by promoting infiltration. Solutions would include in-ground disposal and detention of water and flow from hard surfaces should be controlled to mimic pre-development flows. Should the rezoning be approved, the TIS and a SWM plan would require the Ministry's review and approval as a part of the subdivision application process.

While the rezoning plan proposed four 1.8 ha rural industrial lots, the applicant is requesting a 1.7 ha minimum parcel size to accommodate the provision of land for future road dedication. Future industrial development within the M-RU zone should emphasize a more rural character in comparison to the Sooke Business Park, as it prohibits more impactful industrial uses with a lower density and requires the retention of natural aspects in addition to screening. Based on the information provided by the applicant and the policies of the Otter Point OCP, staff recommend that proposed Bylaw No. 4423 be introduced, read a first and second time, and that a public hearing be held.

CONCLUSION

The purpose of this zoning bylaw amendment application is to provide a minor expansion of the Rural Residential 2 (RR-2) zone and change the resulting 7.48 ha industrial portion of the subject property from Industrial Sawmill (M-3) zone to the new Rural Industrial (M-RU) zone for the purposes of a subsequent two-phase subdivision to create 6 rural residential parcels and 4 rural industrial lots. Staff have prepared Bylaw No. 4423 and recommend receipt of the referral comments, first and second reading, and advancement to public hearing.

RECOMMENDATION

The Land Use Committee recommends to the Capital Regional District (CRD) Board:

a) That the referral of proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" to the Otter Point Advisory Planning Commission; the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission; CRD departments; BC Hydro; Department of Fisheries and Oceans; District of Sooke; Ministry of Agriculture; Ministry of Environment and Climate Change Strategy; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Transportation and Infrastructure; RCMP; Sooke School District #62; and T'Sou-ke First Nation be approved and the comments received;

b) That proposed Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021" be introduced and read a first time and read a second time; and

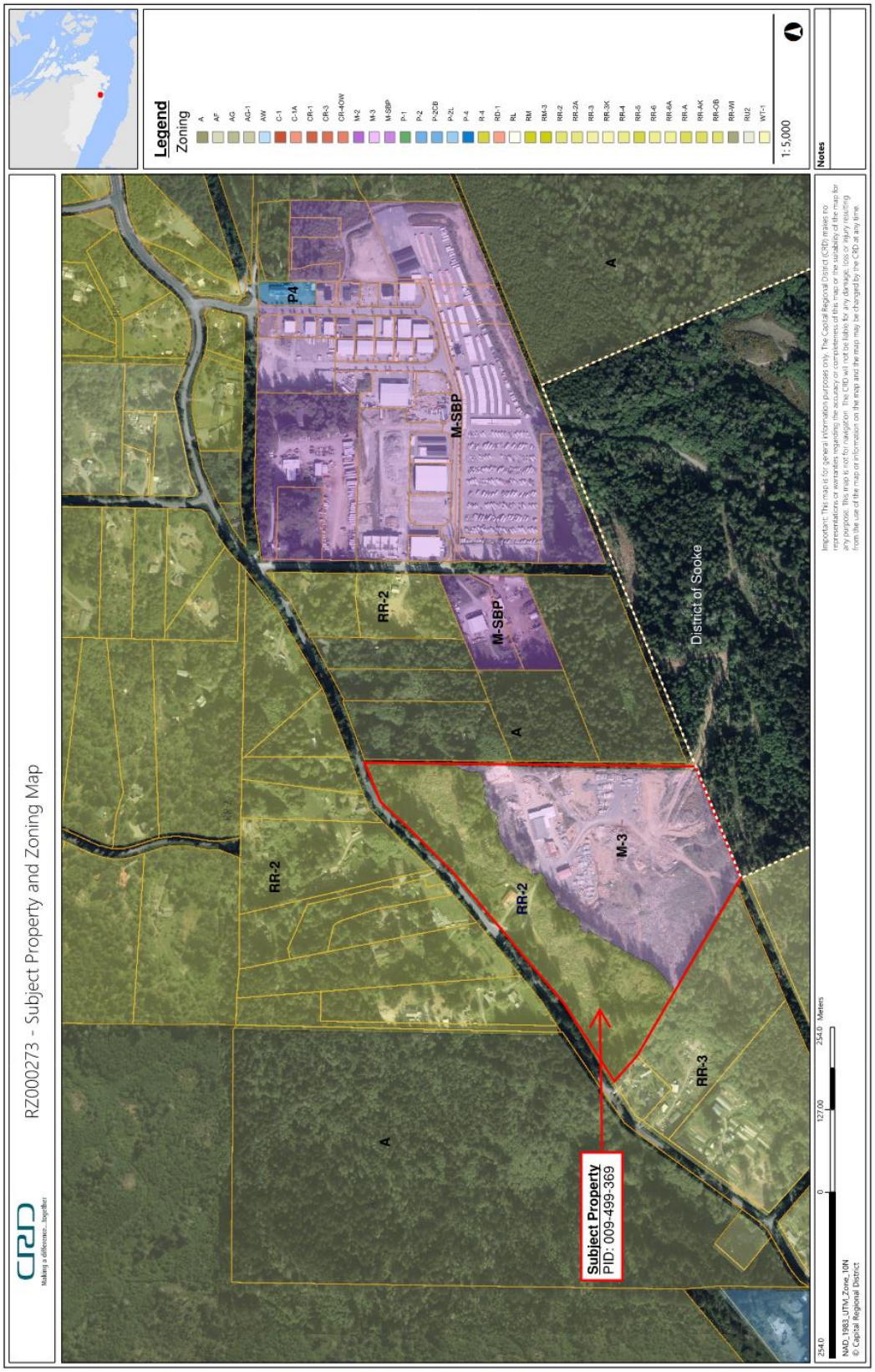
c) That in accordance with the provisions of Section 469 of the *Local Government Act*, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a public hearing with respect to Bylaw No. 4423.

Submitted by:	Iain Lawrence, RPP,MCIP, Senior Manager, Juan de Fuca Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., Acting Chief Administrative Officer

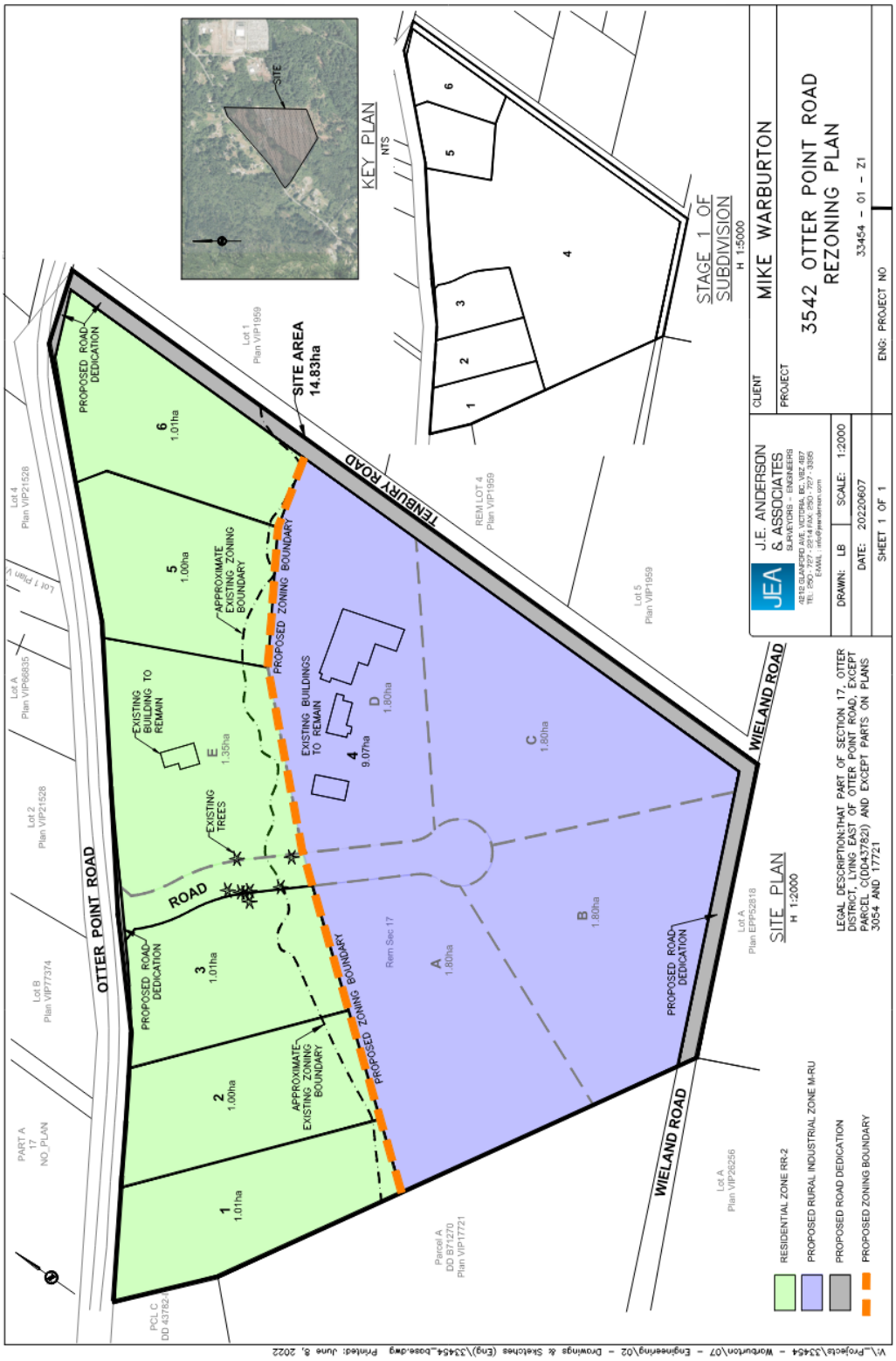
ATTACHMENTS

Appendix A: Subject Property and Zoning Map
Appendix B: Rezoning and Subdivision Plan
Appendix C: Proposed Bylaw No. 4423
Appendix D: Referral Comments
Appendix E: Traffic Impact Study by Watt Consulting Group – March 3, 2022
Appendix F: Storm Water Management Brief by JEA – March 3, 2022

Appendix A: Subject Property and Zoning Map



Appendix B: Rezoning and Subdivision Plan



Appendix C: Proposed Bylaw No. 4423

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4423

****

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

****

The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE A, PART 1, SECTION 2 – DEFINITIONS

(a) By deleting the definition of INDUSTRIAL ZONE and replacing it with a new definition as follows:

"INDUSTRIAL ZONE means the M-SBP, M-2, M-3 and M-RU zoning districts;"

B. SCHEDULE A, PART 1, SECTION 3.07

(a) By adding the words "M-RU Rural Industrial" after the words "M-3 Industrial Sawmill".

C. SCHEDULE A, PART 2 - ZONING DISTRICTS

(a) By adding a new section 29.0 Rural Industrial – M-RU Zone as follows:

29.0 Rural Industrial – M-RU Zone

29.01 Permitted Uses

In addition to the uses permitted by Section 4.15 of Part 1 of this Bylaw, the following uses and buildings are permitted in the Rural Industrial (M-RU) zone:

(a) General industrial uses;
(b) Industrial sawmill and associated log storage and sorting, lumber milling, processing, and storage;
(c) Business office and support services;
(d) Athletic facilities;
(e) Personal services;
(f) Unenclosed storage;
(g) Retail sales of building and landscape supplies;
(h) Retail sales accessory to a principal industrial use;
(i) Retail sales of vehicle accessory parts;
(j) One dwelling unit for the use of a caretaker accessory to a principal use.

29.02 Prohibited Uses

Despite Section 29.01, the following uses are prohibited in the Rural Industrial (M-RU) zone

(a) Refuse and garbage dumps, including transfer stations;
(b) Salvage and wrecking yards, including auto salvage and wrecking;
(c) The burning of vehicles and other salvage.

29.03 Minimum Lot Size for Subdivision Purposes (a) The minimum lot size for subdivision purposes shall be 1.7 ha.

29.04 Lot Coverage (a) The maximum lot coverage shall be 25%.

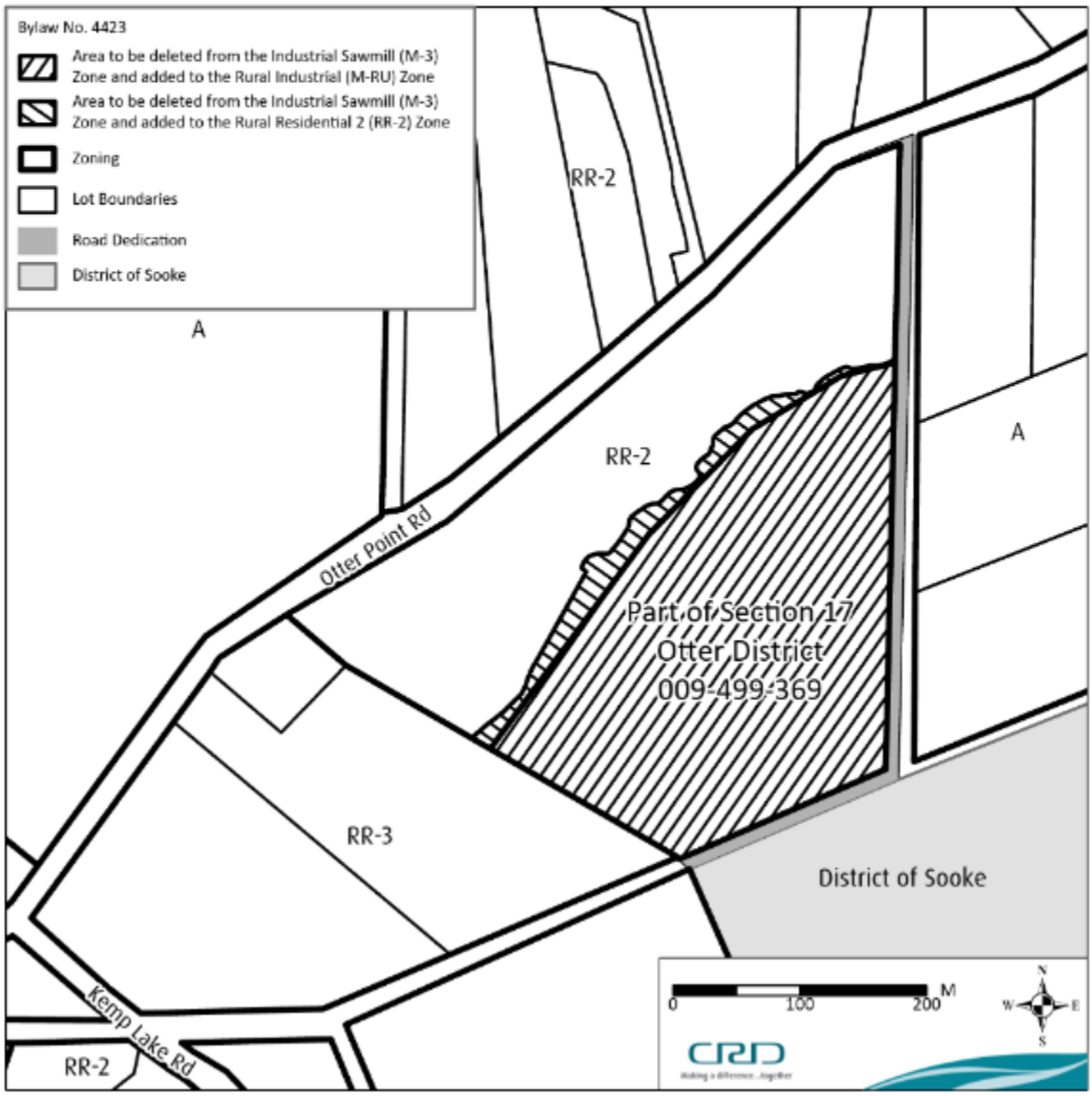
29.05	**Number of Dwelling Units**	(a) The maximum number of dwelling units for the use of a caretaker accessory to a principal use shall be 1.
29.06	**Maximum Floor Area**	(a) The maximum floor area ratio of buildings and structures shall be 0.4. (b) The maximum floor area of a caretaker's suite shall be 110 m^2.
29.07	**Height**	(a) The maximum height shall be 14.0 m for all principal buildings and structures. (b) The maximum height of any unenclosed storage use shall be 3.5 m within 30 m of a Residential Zone, Multiple Family Residential Zone, Commercial Zone, Rural Zone, Agricultural Zone or Institutional Zone.
29.08	**Required Yards**	(a) Front yards shall be a minimum of 7.5 m; (b) Side yards shall be a minimum of 6 m, except: i) where the lot abuts a Residential, Rural Residential, Rural, or Multiple Family Residential zone, the side yard shall be a minimum of 15 m; ii) where the lot abuts an Industrial Zone, the side yard may be 0 m; (c) Flanking yards shall be a minimum of 7.5 m CTS. (d) Rear yards shall be a minimum of 15 m, except: i) Where a rear lot line abuts an Industrial Zone, the rear yard may be reduced to not less than 4.5 m.
29.09	**Storage**	(a) Storage shall not be permitted in required yards adjacent to any Residential, Rural Residential, Rural, or Multiple Family Residential Zone.
29.10	**Screening**	(a) Where the lot abuts a public highway, or a Residential, Rural Residential, Rural or Multiple Family Residential Zone, a vegetative screen shall be located and maintained along the entire length of parcel boundaries. (b) The vegetative screen shall consist of coniferous vegetation native to the region that is not less than 2 m high, space not more than 2 m apart, and not less than 15 m deep on any portion of the lot that abuts a Residential, Rural Residential, Rural or Multiple Family Residential, and not less than 7.5 m deep on any portion of the lot that abuts a public highway.

D. SCHEDULE B, ZONING MAPS

a. By deleting that portion of That Part of Section 17, Otter District, Lying East of Otter Point Road, Except Parcel C (DD43782I) And Except Parts in Plans 3054 And 17721 from the Industrial Sawmill (M-3) zone, and adding to the Rural Industrial (M-RU) zone, as shown in Plan No. 1.

b. By deleting that portion of That Part of Section 17, Oter District, Lying Eas of Otter Point Road, Except Parcel C (DD43782I) And Except Parts in Plans 3054 And 17721 from the Industrial Sawmill (M-3) Zone, and adding to the Rural Residential 2 (RR-2) Zone, as show in Plan No. 1.

Plan No. 1 of Bylaw No. 4423, an amendment to Bylaw No. 2040



2. This Bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021".

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 D: Referral Comments

Wendy Miller

From: Design, SVI <design.svi@bchydro.com>
Sent: Tuesday, August 03, 2021 9:33 AM
To: Wendy Miller
Cc: Reidy, Drew; Mann, Elaine
Subject: RE: [External] Zoning Amendment Application RZ000273 - CRD Referral

Hi Wendy,

No issues or concerns from Distribution Design.

Thanks.

Mike Hoekstra
Design Technician Work Leader
BC Hydro
4400 West Saanich Rd
Victoria, BC V8Z 3E9

T 250.727.5172
M 250.888.8486
E michael.hoekstra@bchydro.com
E design.svi@bchydro.com

Initiate & Manage Connection Requests Online with MyHydro

Wendy Miller

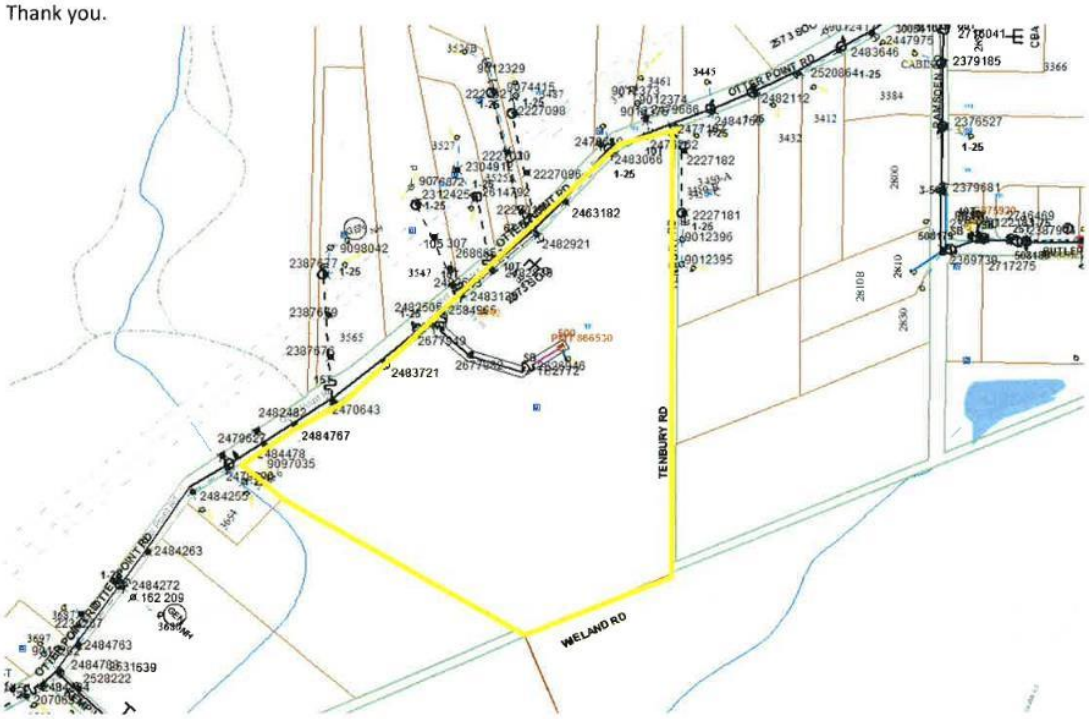
To: Wendy Miller
Subject: Zoning Amendment Application RZ000273 - CRD Referral

From: Mann, Elaine [mailto:Elaine.Mann@bchydro.com]
Sent: Thursday, July 22, 2021 8:37 AM
To: Wendy Miller <wmiller@crd.bc.ca>
Cc: Reidy, Drew <Drew.Reidy@bchydro.com>; Design, SVI <design.svi@bchydro.com>
Subject: RE: [External] Zoning Amendment Application RZ000273 - CRD Referral

Hi Wendy,

BC Hydro Property Rights Services have no issue with the amendment to the zoning amendment. I am copying South Vancouver Island Distribution Design for their review who can comment back directly if they have any concerns.

Thank you.



Elaine Mann | Property Coordinator, Property Rights Services

BC Hydro
Vancouver Island

P 250-755-7169
E elaine.mann@bchydro.com

bchydro.com

District of Sooke

2205 Otter Point Road, Sooke, British Columbia, Canada V9Z 1J2
Phone: 250-642-1634 Fax: 250-642-0541 Email: info@sooke.ca Website: www.sooke.ca

CRD Rezoning Application Referral to District of Sooke Planning Department

Monday, August 9, 2021 DOS File No.: CRD Referral

Juan de Fuca Community Planning
3-7450 Butler Road
Sooke, BC V9Z 1V1 Via Email: wmiller@crd.bc.ca

Dear Iain Lawrence, RPP, MCIP, Manager, Juan de Fuca Community Planning

Re: Referral Comments on rezoning application to amend Bylaw No. 2040 to amend Zoning Bylaw No. 2040 to rezone an approximately 8.5 ha portion of the subject property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) zone to permit a range of business, general industrial and associated retail uses on the below property.

Upon review of the proposed bylaw amendment to Bylaw No. 2040, Planning staff have determined that the District of Sooke's interest are unaffected by the proposed bylaw amendment RZ000273.

Thank you for providing the opportunity to comment on the proposed rezoning application.

If you have any further questions, please do not hesitate to contact me at the email provided below.

Yours Truly,

Kasha Janota-Bzowska, Planner I
Planning and Development Department
2205 Otter Point Road
Sooke, BC, V9Z 1J2

Email: kjanotabzowska@sooke.ca
Web: www.sooke.ca

CC: Matthew Pawlow, RPP, MCIP, Director of Planning and Development Services

Wendy Miller

To: Wendy Miller
Subject: Zoning Amendment Application RZ000273 - CRD Referral

From: Cooper, Diana FLNR:EX [mailto:Diana.Cooper@gov.bc.ca]
Sent: Thursday, July 29, 2021 8:30 AM
To: Wendy Miller <wmiller@crd.bc.ca>
Subject: RE: Zoning Amendment Application RZ000273 - CRD Referral

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hello Wendy,

Thank you for your referral regarding a proposed zoning amendment for 3542 and 1-3542 Otter Point Road, PID 009, THAT PART OF SECTION 17, OTTER DISTRICT, LYING EAST OF OTTER POINT ROAD, EXCEPT PARCEL C (DD 43782I) AND EXCEPT PARTS IN PLANS 3054 AND 17721. Please review the screenshot of the property below (outlined in yellow) and notify me immediately if it does not represent the property listed in your referral.

Results of Provincial Archaeological Inventory Search

According to Provincial records, there are no known archaeological sites recorded on the subject property.

Archaeological potential modelling for the area does not indicate a high potential for previously unidentified archaeological sites to be found on the subject property.

Archaeology Branch Advice

The Archaeology Branch does not identify a need for archaeological study or Provincial heritage permit(s) at the time of this referral response.

Please notify all individuals (e.g., owners, developers, equipment operators) involved in land-altering activities (e.g., home renovations, property redevelopment, landscaping, service installation) that if archaeological material is encountered during development, they **must stop all activities immediately** and contact the Archaeology Branch for direction at 250-953-3334.

Rationale and Supplemental Information

- Archaeological study and Provincial heritage permit(s) are not required in the absence of an archaeological site.
- There is always a possibility for previously unidentified archaeological sites to exist on the property.
- Archaeological sites are protected under the *Heritage Conservation Act* and must not be damaged or altered without a Provincial heritage permit issued by the Archaeology Branch. This protection applies even when archaeological sites are previously unidentified or disturbed.

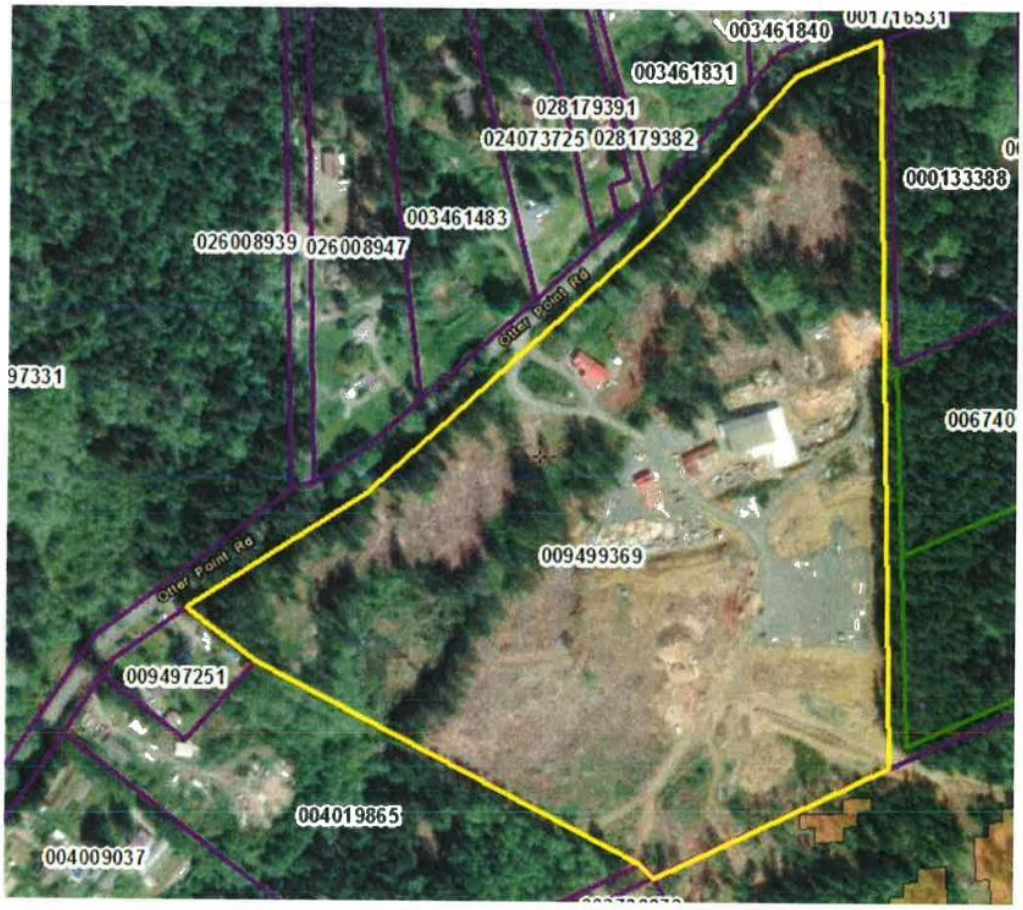
Questions?

For questions about the archaeological permitting and assessment process, please contact the Archaeology Branch at 250-953-3334 or archaeology@gov.bc.ca.

For more general information, visit the Archaeology Branch website at www.gov.bc.ca/archaeology.

Kind regards,

Diana



Please note that subject lot boundaries (yellow) and areas of archaeological potential (brown) indicated on the enclosed screenshot are based on information obtained by the Archaeology Branch on the date of this communication and may be subject to error or change.

Diana Cooper
Archaeologist/Archaeological Information Administrator
Archaeology Branch | Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Phone: (250) 953-3343 | Email: diana.cooper@gov.bc.ca | Website www.gov.bc.ca/archaeology

2

Wendy Miller

From: Robinson, David FLNR:EX <David.Robinson@gov.bc.ca>
Sent: Monday, August 16, 2021 9:44 AM
To: Wendy Miller
Subject: FW: Zoning Amendment Application RZ000273 - CRD Referral
Attachments: REFFERAL-FORM-AGENCIES-RZ000273.pdf

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hi Wendy,

Referral comments attached.

Thanks,

David Robinson
Resource Manager
South Island Natural Resource District
Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Phone: 250-736-6980

From: South Island District Office, Forests FLNR:EX <Forests.SouthIslandDistrictOffice@gov.bc.ca>
Sent: August 12, 2021 4:30 PM
To: Robinson, David FLNR:EX <David.Robinson@gov.bc.ca>
Subject: FW: Zoning Amendment Application RZ000273 - CRD Referral

Forwarding.

Jaime Berry
A/Client Service Assistant
South Island Natural Resource District
Ministry of Forests, Lands,
Natural Resource Operations and Rural Development
4885 Cherry Creek Road
Port Alberni BC V9Y 8E9
Ph: (250) 736-6880/Fax: (250) 731-3010
Email: Jaime.berry@gov.bc.ca

FrontCounter BC Website | Toll-Free Contact Centre: 1-877-855-3222
Tell us about your experience with FrontCounter BC: Complete an Online Comment Card

RESPONSE SUMMARY – REZONING APPLICATION RZ000273

___ Interest Affected by Proposal for Reasons Outlined Below

✓ Interest Unaffected by Proposal

Comments:

Private land. No concerns related to disposition of Crown land.

Signed _____ Title _____

Date _____ Agency _____

RESPONSE SUMMARY – REZONING APPLICATION RZ000273

___ Interest Affected by Proposal for Reasons Outlined Below

_X_ Interest Unaffected by Proposal

Comments:

We have few concerns with the proposed rezoning providing the following conditions are adhered to during subsequent development:

- That the stream and wetland occurring on the property are protected during development, and that all requirements under the Riparian Areas Protection Regulation and the Water Sustainability Act are met.
- That the applicable best management practices presented in Develop with Care (2014) are followed.

Dr. Grant Bracher P.Ag., R.P.Bio. — Signed
Ecosystem Biologist — Title

July 22, 2021 — Date
Ecosystems Section - FLNRORD — Agency

RESPONSE SUMMARY – REZONING APPLICATION RZ000273

✓ Interest Affected by Proposal for Reasons Outlined Below

___ Interest Unaffected by Proposal

Comments:

No Objections provided:

- Water supply systems servicing more than one single-family dwelling must obtain an operating permit under the Drinking Water Protection Act issued by this office.

- Food service establishments and personal service establishments must obtain the appropriate permit/approval from this office.

- Onsite sewerage systems must be constructed and maintained as per the Sewerage System Regulation.

Signed	Environmental Health Officer Title
August 20, 2021 Date	Island Health Agency

Wendy Miller

From: ENV Site ID ENV:EX <siteID@gov.bc.ca>
Sent: Monday, August 16, 2021 2:05 PM
To: Wendy Miller
Subject: RE: Site Profile - Zoning Amendment Application RZ000273 - CRD Referral

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Hi Wendy,

Thank you for taking my call.
As discussed, if a Zoning Amendment Application is the same as a Zoning Application, and the Zoning Application you have mentioned is new, since February 1, 2021, it will trigger the requirement for a Site Disclosure Statement (formerly Site Profile), and freeze municipal permit approvals.

In most cases, submission of a site disclosure statement (SDS) triggers a requirement in EMA and the CSR to complete site investigations.
If the SDS was submitted in conjunction with a municipal application, the municipality cannot approve the application until the applicant applies for and obtains from the ministry a copy of a Determination that the site is not contaminated, an Approval in Principle of a remediation plan, a Certificate of Compliance or a Voluntary Remediation Agreement; or a release notice.

We therefore, recommend that site owners seek guidance from an environmental professional who is familiar with the contaminated sites regulatory framework in BC, and is able to guide them on the next steps for their specific site. The CSAP Society webpage is a good resource to find Approved Professionals and the organizations that they work for.

After an SDS has been submitted, the ministry will send an email to the responsible person/owner to let them know the SDS has been satisfactorily completed and provide the Site ID number. This typically happens within a month, depending on the volume of submissions ENV is receiving. Note: this response email does not allow the municipality to approve the application. The municipal application will still remain 'frozen' until a ministry certification document or release notice has been obtained by the applicant.
If the responsible person/owner applies for a ministry certification document or release notice, the current turnaround time for the ministry to process their application is four months.

For more information on the Site Identification process, I recommend reviewing the ministry's Site Identification, and Municipalities and Approving Officers webpages. If you have not done so already, I would recommend watching the ministry's webinar for Stage 13 Amendment Implementation for Municipalities and Approving Officers. I would also suggest subscribing to Site Remediation News, to receive notifications on upcoming webinars, and updates to regulations.

Also please note, the ministry is holding a webinar for Municipalities and Approving Officers on September 15th through the Local Government Management Association, which I would highly recommend.
The webinar will be on Additional Implementation Guidance on the New Provincial Contaminated Site Identification Requirements, and registration is available here.

All enquiries regarding the Site Identification process should be sent to SiteID@gov.bc.ca

Kind regards,

Vanessa Osorio
Contaminated Sites Officer | Land Remediation Section
Environmental Emergencies and Land Remediation Branch| B.C. Ministry of Environment and Climate Change Strategy
She/her/hers

The information or advice provided in this email is for guidance only and does not limit, and should not be construed as limiting, a director's exercise of discretion under the Environmental Management Act.

From: Wendy Miller <wmiller@crd.bc.ca>
Sent: August 12, 2021 4:19 PM
To: Lawrence, Stephanie A ENV:EX <Stephanie.Lawrence@gov.bc.ca>; Delaney, Colleen ENV:EX <Colleen.Delaney@gov.bc.ca>
Cc: siteprofiles@gov.bc.ca
Subject: Site Profile - Zoning Amendment Application RZ000273 - CRD Referral

[EXTERNAL] **This email came from an external source. Only open attachments or links that you are expecting from a known sender.**

Good Afternoon,

I follow up to the follow email.

This office is hoping to seek comment from MOE re: site profile as the attached staff report states:

A regional district must not approve a development application with respect to a site where a site profile is required until such time a release is granted pursuant to Section 557 of the LGA. A site profile was recently submitted as part of zoning amendment application RZ000267 on the same property. Staff recommend a referral to the Ministry of Environment & Climate Change Strategy confirm whether a release is required in conjunction with the current application.

I reach out to you as it appears you may have made comment when the subject property was under CRD application RZ000267.

We are hoping to receive agency comments by August 19, 2021.

Thank you,

Wendy Miller
Administrative Clerk | JdF Community Planning | **250.642.8100**
JDF Local Area Services Building | Capital Regional District
3 – 7450 Butler Road, Sooke, BC V9Z 1N1

From: Wendy Miller
Sent: Wednesday, July 21, 2021 11:22 AM
To: 'Forests.SouthIslandDistrictOffice@gov.bc.ca' <Forests.SouthIslandDistrictOffice@gov.bc.ca>; 'archdatarequest@gov.bc.ca' <archdatarequest@gov.bc.ca>; Doyle, Jessica FLNR:EX <Jessica.Doyle@gov.bc.ca>; Roden, Jacqueline FLNR:EX <Jacqueline.Roden@gov.bc.ca>; Bracher, Grant FLNR:EX (Grant.Bracher@gov.bc.ca) <Grant.Bracher@gov.bc.ca>; 'siteprofiles@gov.bc.ca' <siteprofiles@gov.bc.ca>
Subject: Zoning Amendment Application RZ000273 - CRD Referral

Sections of the *Environmental Management Act's* Contaminated Sites Regulation were copied and placed accordingly by CRD staff for the purposes of considering proposed Bylaw No. 4423

The arrangement of the statues on this document does not present in the same manner as page 10 of the consolidation of the Contaminated Sites Regulations. Please see: https://www.bclaws.gov.bc.ca/civix/document/id/crbc/crbc/375_96_multi

ENVIRONMENTAL MANAGEMENT ACT **B.C. Reg. 375/96**
CONTAMINATED SITES REGULATION
Part 2 – Site Disclosure Statements

Division 3 – Exemptions from Providing Site Disclosure Statements

Exemption – persons applying to municipalities

4.2 (1) A person is exempt from the requirement to provide a site disclosure statement to a municipality under section 40 (1) (b) (i) of the Act if

(a) the land in relation to which the person is seeking approval for zoning is being used for a specified industrial or commercial use, and

(b) the specified industrial or commercial use would continue to be authorized on the land if the zoning were approved.

(2) A person is exempt from the requirement to provide a site disclosure statement to a municipality under section 40 (1) (b) (ii) of the Act if the development permit or building permit in relation to which the person is seeking approval is for only one or more of the following purposes:

(a) demolition;

(b) installing or replacing underground utilities;

(c) installing or replacing fencing or signage;

(d) paving;

(e) landscaping.

(3) If, in relation to a development on land, a person applies for or otherwise seeks from a municipality more than one approval for zoning or permits at the same time, the person may comply with the requirement under section 40 (1) (b) of the Act by providing a single site disclosure statement relating to the land for the purposes of all those approvals.

[en. B.C. Reg. 161/2020, App. 2, s. 3.]

Consolidated Regulations of British Columbia

Last Amended July 7, 2021 by Reg. 179/2021

Wendy Miller

From: Page, Owen TRAN:EX <Owen.Page@gov.bc.ca>
Sent: Thursday, August 19, 2021 4:01 PM
To: Wendy Miller
Subject: RE: Zoning Amendment Application RZ000273 - CRD Referral
Attachments: TIA Generic TOR 20200414.pdf

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Good Afternoon Wendy,

Please consider this the official response from the Ministry of Transportation and Infrastructure regarding the proposed rezoning of approximately 8.5 ha portion of the subject property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) zone to permit a range of business, general industrial and associated retail uses.

The Ministry has no objection to the rezoning as presented subject to:

- The developer retaining a Professional Traffic Engineer, licensed to practice in the Province of BC, to produce a Traffic Impact Study (TIS/TIA). The study shall investigate the impact of the ultimate development on the undeveloped road dedication adjacent to the east of the subject property, according to the Terms of Reference (ToR) and the format of the Ministry of Transportation & Infrastructure "Planning and Designing Access to Developments" Manual. Conclusions of the TIA may lead to a requirement to construct a public road to the rezoned area, to MoTI engineering standards, within the road dedication.
- Expansion of the road dedication to the east of the subject property should be completed to increase the width of the existing dedication to 20 metres.
- Applicant is advised that all structures are to be located at least 4.5 metres back from the highway right-of-way, or 3 metres, where the structure has access from another street. The applicant should check with the *Capital Regional District* as to what their requirements are, and the greater of the two will apply. Please refer to Section 12 of the Provincial Public Undertakings Regulation BC Reg. 513/2004.
- No storm drainage shall be directed into Ministry of Transportation and Infrastructure systems. This would include, but is not limited to, collection/run-off of the internal road system. All storm water is to be directed to a municipally maintained storm system.

Thank you for the opportunity to comment. If further discussion is warranted, please feel free to contact me.

Regards,

Owen Page
Development Officer
Ministry of Transportation and Infrastructure
Vancouver Island District
Ph: 236-478-1552

Please take a moment to complete the Ministry of Transporatation and Infrastructure's Customer Satisfaction Survey - https://survey.th.gov.bc.ca/transportation2021

BRITISH COLUMBIA Ministry of Transportation and Infrastructure

1

OTTER POINT VOLUNTEER FIRE DEPARTMENT

Thursday, 7-9 p.m.
Office Phone 642-6211
Office Fax 642-2673

3727 Otter Point Road
Sooke, B. C. V9Z OK1
www.otterpointfire.bc.ca

August 31, 2021

CRD: JDF Community Planning
Attn. Iain Lawrence
#3 – 7450 Butler Road.
Sooke, BC V9Z 1N1

Re: Referral for Warburton Subdivision Proposal
Property at 3542 Otter Point Road. CRD Files: SU000711/RZ000267
Known as; Warburton's Mill
PID 009-499-369, Section 17
Folio: 762.16114.000

Most of my comments remain the same as with the previous subdivision and rezoning proposal. Please reference previous communications to development on this property.

The Fire Department requires adequate fire access roads to all buildings on the property.

Mr. Warburton has agreed to, and the Otter Point Fire Department requires a 60,000 imperial gallons water reservoir for the purpose of fire suppression. Plumbing and a hydrant (or standpipe) system must be engineered to deliver a minimum of 1000 gallons a minute. The hydrant must be located near the entrance to the commercial property so it can be accessed on the way in to fight a fire no matter where the fire is located on the property.

If you have any further questions please contact me at the above number or by email at jmccrea@otterpointfire.bc.ca

Yours truly,

John McCrea, Fire Chief
Otter Point Fire Department

CC:

Wendy Miller

From: Sinden, Brett <brett.sinden@rcmp-grc.gc.ca>
Sent: Wednesday, July 21, 2021 10:40 AM
To: Wendy Miller
Subject: RE: Zoning Amendment Application RZ000273 - CRD Referral

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Sooke RCMP – No comment on this application.

S/Sgt Brett SINDEN
Detachment Commander
Sooke RCMP
250-642-5241 extension 2227

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From: Wendy Miller <wmiller@crd.bc.ca>
Sent: July 21, 2021 10:33 AM
To: Sinden, Brett <brett.sinden@rcmp-grc.gc.ca>
Subject: Zoning Amendment Application RZ000273 - CRD Referral

Good Morning,

Please find attached a referral form and staff report for proposed Bylaw No. 4423 for zoning amendment application RZ000273.

Proposed Bylaw No. 4423 would amend Bylaw No. 2040 to rezone an approximately 8.5 ha portion of the subject property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) zone to permit a range of business, general industrial and associated retail uses.

Comments received are distributed as part of the public record.

Comment is requested by August 19, 2021.

Please advise if you have any questions about our referral process.

Thank you,

Wendy Miller

Wendy Miller

From: Pete Godau <pgodau@sd62.bc.ca>
Sent: Friday, August 13, 2021 2:17 PM
To: Wendy Miller
Cc: Scott Stinson; Harold Cull; Windy Beadall; Kristina Ross
Subject: FW: Zoning Amendment Application RZ000273 - CRD Referral
Attachments: REFFERAL-FORM-AGENCIES-RZ000273.pdf; PPS-JDF-2021-07-20-RZ000273-LUC-Referral.pdf

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Afternoon Wendy,

At this time the school district does not have any concerns with the referral.

Thanks,

Pete

Peter Godau
Director of Facilities| School District # 62
P (250)474-9840 Ext 203 | C (250)361-7330 | pgodau@sd62.bc.ca
Shaping Tomorrow Today

From: Wendy Miller <wmiller@crd.bc.ca>
Sent: Wednesday, July 21, 2021 10:33 AM
To: Pete Godau <pgodau@sd62.bc.ca>
Subject: Zoning Amendment Application RZ000273 - CRD Referral

CAUTION - EXTERNAL SENDER: This email originated from outside of School District 62. Do not click links or open attachments unless you have verified the sender and know the content is safe.

Good Morning,

Please find attached a referral form and staff report for proposed Bylaw No. 4423 for zoning amendment application RZ000273.

Proposed Bylaw No. 4423 would amend Bylaw No. 2040 to rezone an approximately 8.5 ha portion of the subject property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) zone to permit a range of business, general industrial and associated retail uses.

Comments received are distributed as part of the public record.

Comment is requested by August 19, 2021.

Wendy Miller

From: Wendy Miller
Sent: Wednesday, August 18, 2021 2:52 PM
To: Wendy Miller
Subject: Referral - Zoning Amendment Application RZ000273

From: Shayne Gorman
Sent: Tuesday, August 17, 2021 2:45 PM
To: Wendy Miller <wmiller@crd.bc.ca>
Cc: Iain Lawrence <ilawrence@crd.bc.ca>
Subject: FW: Referral - Zoning Amendment Application RZ000273

From: Wilf Marquis
Sent: Tuesday, August 17, 2021 9:38 AM
To: Shayne Gorman <sgorman@crd.bc.ca>
Subject: Re: Referral - Zoning Amendment Application RZ000273

CRD Bylaw Enforcement Services has reviewed the staff report for the amendment Bylaw No. 4423 to the Juan de Fuca Land Use Bylaw No. 2040 to rezone an approximately 8.5 ha. portion of the subject property from the Industrial Sawmill (M-3) zone to a new Rural Industrial (M-RU) zone to permit a range of business, general industrial and associated retail uses.

The report points out that the property was subject of a recent zoning and OCP amendment (RZ000267) to rezone the southern part of the 15 ha. parcel from Rural A to M-3 to permit a sawmill operation and to rezone the northern remainder from Rural A to RR-2 to allow subdivision for six rural residential parcels.

Bylaw No. 4423 purpose is to rezone 8.5 ha. to a new RURAL Industrial M-RU ZONE to permit a range of business, general industrial and associated retail uses. Within the report there are significant measures in place to address density, prohibit wrecking and salvaging, maintain community values, protect features and environmental assessment requirement to name a few.

CRD Bylaw Enforcement Services given the current zoning already present and this proposal and measures in place, does not foresee any significant impacts to its services by this application.

Therefore, CRD Bylaw Enforcement has no specific concerns with the amendment Bylaw No. 4423.

Wilf MARQUIS | Bylaw Officer
Bylaw and Animal Care Services| Capital Regional District
#212-2780 Veterans Memorial Parkway, Victoria, B.C. V9B 3S6
T: 250.474.3351 (21) | C: 250.883.1299 | F : 250.391.9727
www.crd.bc.ca |

From: Shayne Gorman
Sent: Thursday, August 12, 2021 4:30 PM

From: Mike Taylor
To: Darren Lucas
Cc: Iain Lawrence
Subject: RZ000273, 3542 Otter point Rd
Date: Friday, September 02, 2022 2:47:59 PM

Hello, Iain and Darren. With respect to the rezoning application RZ000273 I had previously attended the property at 3542 Otter Point Rd. with you and the owner, Mike Warburton, in 2020 and had reviewed the two existing buildings currently in use as a saw mill operation. I have also reviewed a report assessing these buildings prepared by BICC Professional Inc., dated March 30, 2020.

In accordance with the BC Building Code the use or occupancy of each of the buildings would be classified as Medium Hazard Industrial, F2. According to the BICC report the larger of the buildings is approximately 6880 sq ft. Due to its size it must be considered to be a Part 3 building with respect to the Code. Part 3 buildings are required to be designed and constructed with the oversight of Registered Professionals (registered Architects and Engineers) for all aspects of the project. Although there is some limited permit information in the property file for this site the sawmill buildings do not appear to be complete, nor in compliance with all aspects of the BC Building Code.

With the goal of completing these buildings in a manner that is in reasonable compliance with the BC Building Code I recommend that the applicant submit a Building Permit application for Code compliance review and completion of the buildings. This permit application should be accompanied with sealed drawings and Letters of Assurance from Registered Professionals for all aspects of the building demonstrating and detailing work needed to verify Building Code compliance. The areas of approval would include, but may not be limited to, Architectural, Structural, Mechanical/Plumbing, and Electrical. Through the previous site inspection I attended I have become aware of many aspects of the Building that I would assume to be non-compliant with respect to the Code including access to exit, fire separations and fire protection, stair design, lack of finishing both interior and exterior, etc.

The second smaller building, also being used as a sawmill, may be considered to be a Part 9 building as opposed to a Part 3 building, however, I believe it would also require Registered Professionals to be involved with a building permit application to demonstrate compliance with the BC Building Code.

Also evident on file is a small number of outstanding and expired building permits. The applicant is advised to work with the Building Inspection Dept. to review and resolve any outstanding matters so the approvals may be submitted.

I would be happy to review this matter with you further, or to discuss with the property owner our building permit application process and Building Code requirements. Thank you.

Mike

Michael Taylor
Manager and Chief Building Inspector
Capital Regional District | 625 Fisgard Street, PO Box 1000, Victoria, BC V8W 2S6
T: 250.360.3230 | F: 250.360.3232 | Email: mtaylor@crd.bc.ca
Office Hours: Monday - Friday 8:30 am - 4:30 pm

Making a difference...together

Minutes of a Meeting of the Otter Point Advisory Planning Commission
Held Wednesday, August 11, 2021, at Juan de Fuca Local Area Services Building, 3-7450 Butler Road, Otter Point, BC

PRESENT: Anne Miller (Chair), Bud Gibbons, Sid Jorna, Stephen Smith (EP)
Staff: Iain Lawrence, Manager, Juan de Fuca Community Planning (EP); Wendy Miller, Recorder (EP)
ABSENT: Al Wickheim
PUBLIC: 7 (EP)

EP – Electronic Participation

The meeting was called to order at 7:00 pm.

1. **Approval of the Agenda**

   MOVED by Sid Jorna, **SECONDED** by Bud Gibbons that the agenda be approved.
   CARRIED

2. **Approval of the Supplementary Agenda**

   MOVED by Stephen Smith, **SECONDED** by Anne Miller that the supplementary agenda be approved. **CARRIED**

3. **Adoption of the Minutes of July 6, 2021**

   MOVED by Sid Jorna, **SECONDED** by Bud Gibbons that the minutes of the meeting of July 6, 2021, be adopted, as amended. **CARRIED**

4. **Planner's Report**
   No report.

5. **Zoning Amendment Application**
   a) **RZ000273 – That Part of Section 17, Otter District, Lying East of Otter Point Road, Except Parcel C (DD43782I) And Except Parts in Plans 3054 And 17721 (3542 & 1-3542 Otter Point Road)**
   Iain Lawrence spoke to the request to rezone a portion of the subject property to permit a range of general industrial and commercial uses.

   Iain Lawrence highlighted the subject property. It was advised that property is also subject to an active subdivision application (SU000711) to create six rural residential parcels with a minimum lot size of 1 ha, and one 8.5 ha industrial sawmill parcel. The applicant now wishes to rezone the Industrial Sawmill (M-3) zoned area to permit a broader range of uses.

   Iain Lawrence outlined proposed Bylaw No. 4423, which would create a new Rural Industrial (M-RU) zone. It was advised that the permitted uses proposed by the M-RU zone are similar to the uses permitted in the Sooke Business Park. The M-RU zone also proposes to permit personal services and recreational overnight accommodation.

Iain Lawrence responded to questions from the Advisory Planning Commission (APC) advising that:

- the minimum parcel size for subdivision permitted by the M-RU is proposed to be 2 ha, which would permit a total of four industrial lots
- a total of six residential lots are already permitted on the residential zoned portion of the subject property
- the four industrial lots would each be permitted one caretaker unit and up to 3 recreational vehicles for a length of stay not to exceed 7 nights
- park dedication and options for expansion of Wieland Road will be considered as part of subdivision application SU000711

Iain Lawrence confirmed that the land owner's agent was present.

The agent responded to questions from the APC advising that:

- the proposed uses will be less intrusive to the community in regards to noise and dust compared to the permitted industrial sawmill use
- the subject area will be accessed by a single driveway
- the Ministry of Transportation and Infrastructure will confirm access requirements
- the four proposed industrial lots will be serviced by individual septic tanks and a shared field
- sewerage will be provided in accordance with Island Health's regulations
- a stormwater management plan can be considered
- four industrial lots will be created through a bareland strata subdivision, should the rezoning be supported
- a sani-dump and shower/washroom facilities are not being considered for the proposed recreational vehicle accommodation

Iain Lawrence reported that as part of the review of this application and other rezoning and subdivision applications, the Juan de Fuca Land Use Committee will consider recommending a covenant for rainwater capture to supplement groundwater.

The agent responded to questions from the public advising that:

- six individual wells are required for the residential parcels
- four wells would be required for the four industrial properties
- it is assumed that the wells would draw from the same aquifer
- proof of potable water is a requirement for subdivision
- a stormwater/filtration system is anticipated to treat surface water runoff on the industrial zoned area
- there is an existing culvert in place to cross the watercourse on the subject property
- if a second culvert is required, it would be installed at a higher elevation

Chris Moss, Otter Point, stated:

- water is the issue and will continue to be the issue
- additional wells may impact already existing wells/groundwater users including ALM Farm
- supports the requirement for rainwater capture
- proposed Bylaw No. 4423 does not stipulate that RV users must be a patron of the industrial business

Iain Lawrence confirmed that:
- the Sooke Business Park is serviced by rainwater capture and trucked water
- proposed Bylaw No. 4423 does not regulate the types of amentities required/prohibited for overnight RV accommodation

John Steffa, Otter Point, stated:
- water supply is already an issue on his road
- property owners on his road have had to resort to rainwater capture and trucked water
- the rezoning proposal includes cannabis production on up to four lots
- cannabis facilities require a great amount of water
- retailers such as Walmart no longer support RV overnight accommodation as issues arose with long-term RV accommodation
- concern regarding runoff as the industrial zoned portion of the property slopes down towards a watercourse to the south

Lynn Moss, Otter Point, stated concern regarding any type of hydroponic use.

Lysa Steffa, Otter Point, stated that:
- RV accommodation will add a different element to the residential community
- existing taxpayers/residents were not anticipating RV accommodation

Iain Lawrence responded to questions from the APC advising that:
- reports of RVs being used as dwellings are addressed by CRD Bylaw Enforcement through the CRD's ticketing bylaw (Bylaw No. 1857)
- a fire protection covenant was registered on title as part of a prior rezoning application (RZ000267) which provides for 60,000 gallons of stored water for fire protection
- there is a mutual aid agreement in place between the fire departments in the region

APC comments included:
- there may be an increase in noise complaints due to the proposed new industrial uses
- there may be an increase in traffic due to the proposed new industrial uses
- there is concern regarding groundwater use, septic and runoff
- there is concern regarding the RV accommodation component of the proposed zone
- the owners of the four industrial lots could have very different business plans for RV accommodation
- in the event of a fire, there is only one access into/out of the subject property

MOVED by Bud Gibbons, **SECONDED** by Sid Jorna that the Otter Point Advisory Planning Commission report to the Juan de Fuca Land Use Committee (LUC) that:

- it recommends that the LUC monitor water use, considering the possibly of 10 wells feeding out of an already burdened aquifer
- the issue of fire suppression, especially in drought conditions, is a burden on water storage and water capture
- there is large concern for the possibility of twelve RVs being housed, placing demand on services and also potentially being another source of fire hazard due to the number of propane tanks
- it wishes to see the Wieland Road trail connector be part of the overall plan

CARRIED

6. Adjournment

The meeting adjourned at 8:10 pm.

_____
Chair

PPSS-35010459-2567

Appendix E: Traffic Impact Study by Watt Consulting Group – March 3, 2022

WATT Consulting Group

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MEMORANDUM

To: Lori Baxter – JE Anderson
From: Caytlin Kopeck, EIT
Our File #: 3232.B01
Project: 3542 Otter Point Road Development
Date: March 3, 2022
RE: Traffic Impact Assessment

1.0 INTRODUCTION

Watt Consulting Group was retained by JE Anderson to conduct a traffic impact assessment for the proposed rezoning and subdivision at 3542 Otter Point Road located in the Juan De Fuca District electoral area of the CRD, north of the District of Sooke boundary. The development includes creation of six residential lots are along Otter Point Road and one large industrial lot behind the residential lots. The site is currently one large lot. See **Figure 1** for an aerial of the study area.

The purpose of this study is to identify any impacts to the surrounding transportation network due to the proposed development plan and review the proposed Road A.

Figure 1: Study Area

2.0 BACKGROUND

2.1 EXISTING CONDITIONS & DEVELOPMENT PLANS

Currently, the site consists of one residential home and a woodworks facility. The site is currently zoned for rural use as per the Juan De Fuca 2040 Bylaw. The existing house is located on the future Lot 4 and the woodwork facility is on the future Lot 7 which are accessed by a private driveway off Otter Point Road. During Phase 1 of the project, the residential lots (1 to 6) and one industrial lot will be developed, and the industrial lot will continue to utilize the existing access via Lot 4's driveway. The residential lots will each have their own (new) driveway accesses that connect to Otter Point Road. During Phase 2, the industrial lot will be subdivided into four industrial lots and Road A will be built and used as the access for the industrial lots.

2.2 TRAFFIC GENERATION AND ASSIGNMENT

Trips for the site were generated using the ITE Trip Generation Manual and a count of an industrial lot in the area. The single-family residential lots will generate three trips in and two trips out during the PM peak hour or just under one trip per lot. The development industrial lot is a similar size to the Sooke Business Park industrial lot east of the development on Butler Road. It is expected the development will generate a similar amount of traffic and therefore, will generate 14 trips in and 27

trips out during the PM peak hour, as worst-case scenario. 90% of trips are assumed to be going to / coming from the east on Otter Point Road. The remaining 10% of trips are assumed to be going to / coming from the west on Otter Point Road based on existing traffic movements at Otter Point Road / Butler Road.

3.0 TRAFFIC ANALYSIS

Traffic counts were taken at Otter Point Road / Butler Road during the PM peak hour of 4:00-5:00PM on February 9th, 2022 to determine the volume of traffic on Otter Point Road near the site. Traffic was modeled using Synchro / SimTraffic for the post-development conditions.

The existing PM peak hour traffic on Otter Point Road is 71 vehicles per hour westbound and 55 vehicles per hour eastbound. Traffic on this section of Otter Point Road is not expected to grow due to no planned developments west of 3542 Otter Point Road and due to this area being within the CRD.

Once the development has been fully built out, up to 46 trips in the PM peak hour may be added to the network. All traffic was assigned to Road A as a worst-case scenario as the residential lots would have one vehicle per hour at their driveways; therefore, individual driveways will operate better than Road A. All movements at Road A / Otter Point Road will operate at a LOS A for all movements post-development. During Phase 1 prior to Road A being built, the existing private driveway on Lot 4 will operate the same as Road A. A review of the 95th percentile queues identified no queuing issues along Otter Point Road at Road A. There will be a queue of 15m or less (2 vehicle lengths) during the PM peak hour for vehicles turning out of Road A.

There is no need for a left turn bay at Road A based on MOTI's left turn warrant. Based on the MOTI TAC Supplement a Type 1B right turn access is warranted. At 50km/h a Type 1B right turn requires at 20m right turn taper and no PL (parallel length).

4.0 SIGHT DISTANCES

Watt Consulting Group conducted a site visit on February 9th, 2022 to review existing sight lines along the development frontage. This was supplemented by survey data assessed in AutoCAD.

The TAC Geometric Design Guide (2017) identifies the minimum stopping sight distance and sight distance for turning from a stop. For a vehicle turning left out of an access (from a stop) the turning sight distance on a 50km/hr road is 105m, looking left and right. For a vehicle turning right, the turning sight distance is 95m, looking left. These distances are based on approaching vehicles not having to slow down by more than 70% of their original speed. The required stopping sight distance is 65m for vehicles travelling along Otter Point Road.

The site visit determined that some sections along Otter Point Road do not meet the recommended turning sight distance due to vertical curves on the roadway as well as trees obstructing horizontal sight lines. **Figure 2** shows where accesses can be provided along the Otter Point Road frontage based on a standard driver eye height of 1.08m and a tail / head light height of 0.38m to meet turning sight distance. The tail / head light height is based on the 1996 TAC Geometric Design Guide and is a conservative height. The current TAC Geometric Design Guide (2017) utilizes a 0.6m tail / head light height based on 95% of vehicles' tail / head lights being at this height or higher. A 0.6m tail / head light height was checked along sections of the road where sight lines were not met with the 0.38m height to determine if the extra height allowed vehicles to meet the turning sight distance requirement.

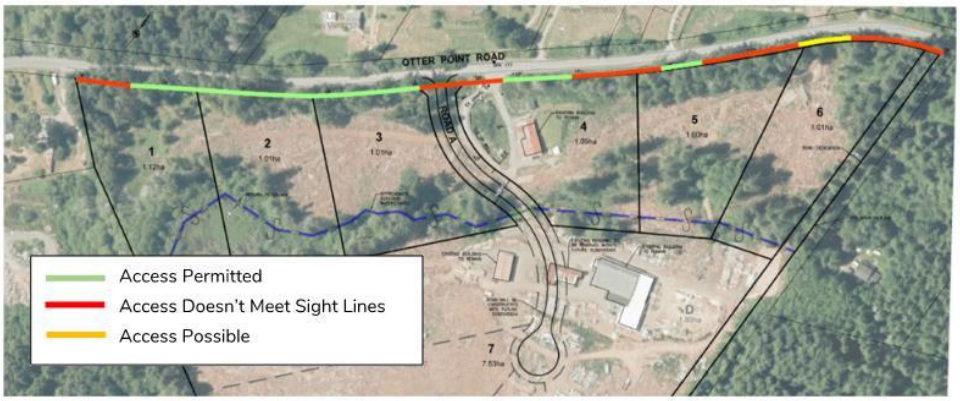

Figure 2: Identification of Permissible Access Locations with Existing Otter Point Road

The access for Lot 1 should be positioned as far east as possible due to undesirable sight lines, to the west, due to the curve on Otter Point Road. At minimum the access should be positioned 40m east of the west property line. Accesses may be placed anywhere along Lot 2 and 3

frontages. The access for Lot 5 should be positioned within 15-45m from the west property line. The sightlines for Lot 6 are not met horizontally and requires the area 7.5m from the edge of the asphalt to be cleared (and to remain clear long term). With the vegetation removed an access can be positioned anywhere within 40m of the west property line on Lot 6.

The proposed position of Road A does not meet the turning sight distance due to the vertical curve east of Road A. For Road A to be placed in the identified location either the intersection (and section of Otter Point Road) needs to be raised by 1m, or the height of the vertical curve to the east needs be reduced by 1m to remove the top of the curve (see **Figure 3**). Alternatively, Road A could be moved east by 50m or west by 20m from the centerline of currently proposed Road A location. The existing private driveway on Lot 4 also does not meet the turning sight distance and needs to be relocated to the east 10m-50m, from its existing location, unless the vertical curve to the east is reduced in height. Any driveways are to be a minimum of 1m apart and any access must be at least 15m from Road A.

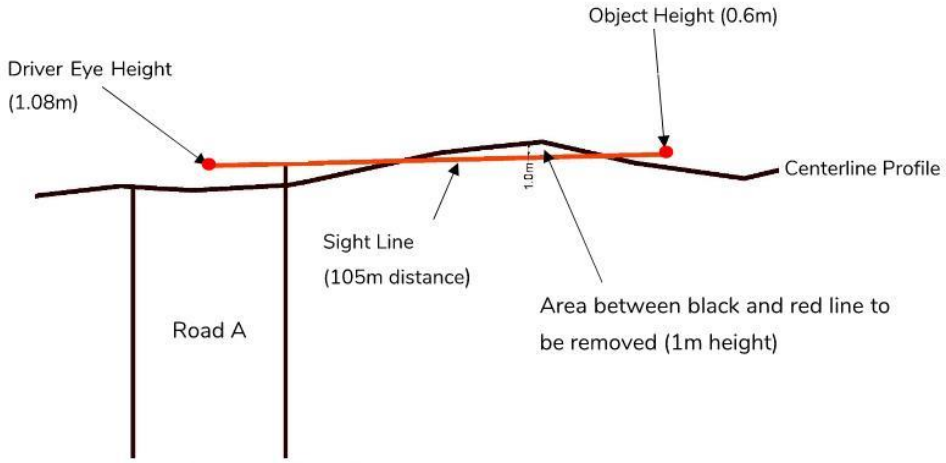

Figure 3: Vertical Sight Distance Measurement for Road A

5.0 CONCLUSIONS AND RECOMMENDATION

The 3542 Otter Point Road development will generate 46 new trips during the PM peak hour to and from the development. The added development traffic does not cause any operational

concerns on Otter Point Road or at any of the site driveways. A right turn taper of 20m will be required on Otter Point Road at Road A. In order to provide sufficient sight distance at Road A / existing Lot 4 driveway one of the following mitigations is required:

- Reduce the vertical curve, east of Road A by 1m
- Raise Otter Point Road at Road A / Lot 4 existing driveway by 1m
- Relocate Road A by 50m or west by 20m and relocate Lot 4's existing driveway 10 to 50m to the east.

Lot 4 driveway sight lines must be mitigated with one of the above tactics prior subdivision of the lots to ensure that Lot 4 and 7 (sharing a driveway to start) have sufficient sight lines. The accesses for Lots 2 and 3 are acceptable anywhere along the property frontage. For Lots 1 and 5 a driveway may only be located in a short section of their frontage. The driveway for Lot 6 requires vegetation 7.5m from edge of asphalt to be cleared of all vegetation along the Lot 6 property line to ensure sufficient sight distances can be obtained.

If there are any questions regarding this letter please feel free to contact me.

Sincerely,
Watt Consulting Group

Caytlin Kopeck, EIT
Transportation Engineer-in-Training

PROFESSIONAL ENGINEER
PROVINCE OF BRITISH COLUMBIA
N. A. KING
29782
2022-03-03

Nadine King, P.Eng., PTOE
Senior Transportation Engineer

PERMIT TO PRACTICE
WATT CONSULTING GROUP LTD.
SIGNATURE Nadine King
DATE 2022-03-03
PERMIT NUMBER 1001432
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Appendix F: Storm Water Management Brief by JEA – March 3, 2022

LEGAL SURVEYS
MUNICIPAL ENGINEERING
LAND DEVELOPMENT AND MANAGEMENT

SINCE 1959
J.E. ANDERSON & ASSOCIATES
SURVEYORS - ENGINEERS

March 03, 2022

File No. 33454

CRD, Juan de Fuca
3 – 7450 Butler Road
Sooke, BC V9Z 1N1

Attn: Iain Lawrence, Manager Juan de Fuca Community Planning

Dear Sir,

Re: 3542 Otter Point Road - CRD file SU000711/RZ000267 - Stormwater Management Brief

Project Overview:
Legal Description – That part of section 17, Otter District, lying east of Otter Point Road, except parcel C (DD 43782I) and except parts in plans 3054 and 17721.
Northern Portion Zoning - Rural Residential 2 (RR-2)
Southern Portion Zoning - Industrial Sawmill (M-3). This portion is currently being rezoned to Rural Industrial (M-RU)

Proposed Lot Use:
Phase 1 – 5 residential single family lots, and one industrial lot (remainder)
Phase 2 – Further subdivide the remainder industrial lot into 4 industrial lots

Existing Drainage Conditions:
- Trees are present along the Otter Point Road frontage and along the drainage corridor. The remaining lot is cleared but has good soil conditions, adequate to accommodate sewage disposal.
- Downstream to the west on private property a blockage is causing backup/storage.
- Currently one residence with accessory buildings and three industrial buildings exist on the lot of which will remain.
- Area around industrial buildings is porous blast rock

Stormwater Management Requirements:
- No increase in runoff
- Mitigate effects on downstream habitats, water courses, and structures

Stormwater Management Solutions:
- Promote infiltration
- Drainage review to confirm no impacts on drainage. Solution to be inground disposal and detention to control flows to mimic pre-development flows off all new hard surface areas.
- Environmental considerations may be needed as directed by biologist. Culvert to have capacity for major storms without over topping and to MoTI standards and requirements.

Conclusion:
With implementation of stormwater management on each proposed lot, there will be no adverse effects on the downstream network.

Yours truly,
J.E. Anderson and Associates

Mike Puszka, P. Eng.

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