

### **Capital Regional District**

625 Fisgard St., Victoria, BC V8W 1R7

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

Wednesday, January 11, 2023

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.** 23-028 Minutes of the December 14, 2022 Capital Regional District Board

Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of December 14, 2022

be adopted as circulated.

Attachments: Minutes - December 14, 2022

3.2. 23-062 Minutes of Previous Committee and Commission Meetings

**Recommendation:** 1. That the minutes of the November 30, 2022 Committee of the Whole meeting

previously adopted on December 14, 2022 be rescinded.

2. That the updated minutes of the November 30, 2022 Committee of the Whole

meeting be adopted as circulated.

Attachments: Minutes - November 30, 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.** 23-058 Southern Gulf Islands Electoral Area - Rural Economic Diversification

and Infrastructure Program Grant Application

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:

That the Capital Regional District Board authorizes submission of a grant application under the BC Rural Economic Diversification and Infrastructure Program for Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands; and direct staff

to provide overall grant management.

(NWA)

Attachments: Staff Report: EAC REDIP Grant Application

**6.2.** 23-014 2023 Royal and McPherson Theatres Services Committee Terms of

Reference

**Recommendation:** The Finance Committee recommends to the Capital Regional District Board:

That the 2023 Royal and McPherson Theatres Services Advisory Committee Terms of

Reference attached at Appendix A be approved.

(NWA)

Attachments: Staff Report: RMTSAC 2023 Terms of Reference

Appendix A: RMTSAC 2023 TOR

Appendix B: RMTSAC 2023 TOR Redlined

**6.3.** 23-007 Capital Regional District 2022 Audit Planning Discussion

<u>Recommendation:</u> The Finance Committee recommends to the Capital Regional District Board:

That the Capital Regional District 2022 Audit Plan developed by KPMG be approved.

(NWA)

Attachments: Staff Report: CRD 2022 Audit Planning Discussion

Appendix A: KPMG CRD 2022 Audit Planning Report

**6.4.** 23-002 Capital Regional District External Grants Update

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

<u>Attachments:</u> <u>Staff Report: CRD External Grants Update</u>

Appendix A: 2022 External Grants Dashboard

Appendix B: 2022-2023 Grant Alerts

**6.5.** 23-042 2023 Committee and External Membership Appointments - Update

**Recommendation:** That the Board endorse the external appointments and nominations put forward in the

attachment.

(NWA)

<u>Attachments:</u> 2023 Committee and External Membership Appointments

### 7. ADMINISTRATION REPORTS

**7.1.** <u>23-033</u> CAO Quarterly Progress Report No. 4, 2022

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

Attachments: Staff Report: CAO Quarterly Progress Report Q4, 2022

Appendix A: Photographs of Corporate Activities and Initiatives

Appendix B: Board Priorities Dashboard Progress Q4, 2022

Appendix C: Board Priorities Dashboard - Summary of Completed Actions

Appendix D: Corporate Climate Change Initiatives

Appendix E: Staff Report - Advocacy Strategy

Appendix F: Advocacy Dashboard Progress Q4, 2022

Appendix G: Operating Variance Report Q3, 2022

Appendix H: Capital Variance Report Q3, 2022

Appendix I: Human Resources Trends and Corporate Safety

### 8. REPORTS OF COMMITTEES

### **Electoral Areas Committee**

**8.1.** 23-043 Report on Sooke Basin Aquaculture Proposal

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

Attachments: Staff Report: Report on Sooke Basin Aquaculture Proposal

**8.2.** 22-677 Motion with Notice: Sooke Basin Aquaculture Proposal (Director

Wickheim)

Recommendation: [On November 16, 2022, Director Wickheim served the following Notice of Motion:

"Move that discussion relating to the aquaculture proposal for the Sooke basin be

brought for discussion at the next board meeting."

On December 14, 2022, the motion was amended at the Electoral Areas Committee

and advanced to the CRD Board later that afternoon.

The CRD Board referred the motion to staff for more information. The information

report is published on this agenda as report number 23-043.]

That the Electoral Areas Committee recommend to the Capital Regional District Board: That the CRD Board refer its concerns regarding the potentially invasive seaweed aquaculture in Sooke Basin to appropriate provincial and federal agencies and request the updating and enforcement of regulations for such species as soon as possible.

(NWA)

### **Finance Committee**

8.3. 23-008 Bylaw No. 4536: Security Issuing Bylaw, Spring 2023

Recommendation: The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4536, "Security Issuing Bylaw No. 1, 2023", be introduced and read a

first, second, and third time; and 2. That Bylaw No. 4536 be adopted.

(WA, 2/3 on adoption)

Attachments: Staff Report: Bylaw No. 4536: Security Issuing Bylaw, Spring 2023

Appendix A: Bylaw No. 4536, Security Issuing Bylaw No.1, 2023

8.4. <u>22-637</u> Bylaw No. 4532: Temporary Borrowing (Seagirt Water System

Upgrades) Bylaw No. 1, 2022

Recommendation: The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4532, "Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 1, 2022", be introduced and read a first, second and third time; and

2. That Bylaw No. 4532 be adopted.

(WA, 2/3 on adoption)

Attachments: Staff Report: Bylaw 4532 Temporary Borrowing (Seagirt Water Sys. Upgrades)

Appendix A: Bylaw 4532 Temporary Borrowing (Seagirt Water Sys. Upgrades)

### 9. BYLAWS

### 10. NOTICE(S) OF MOTION

#### 11. NEW BUSINESS

### 12. MOTION TO CLOSE THE MEETING

### **12.1.** 23-039 Motion to Close the Meeting

Recommendation:

- 1. That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter. [1 item]
- 2. That the meeting be closed for Labour Relations under Section (90)(1)(c) of the Community Charter. [1 item]
- 3. That the meeting be closed for Land Acquisition in accordance with Section 90(1)(e) of the Community Charter. [1 item]
- 4. That such disclosures could reasonably be expected to harm the interests of the Regional District. [1 item]
- 5. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter. [1 item]
- 6. That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter. [1 item]

### 13. RISE AND REPORT

### 14. ADJOURNMENT

Votinq Key:

NWA - Non-weighted vote of all Directors

NWP - Non-weighted vote of participants (as listed)

WA - Weighted vote of all Directors

WP - Weighted vote of participants (as listed)



### **Capital Regional District**

625 Fisgard St., Victoria, BC V8W 1R7

### **Meeting Minutes**

### **Capital Regional District Board**

Wednesday, December 14, 2022

1:00 PM

6th Floor Boardroom 625 Fisgard Street Victoria, BC

#### **PRESENT**

DIRECTORS: C. Plant (Chair), M. Tait (Vice Chair), M. Alto, P. Brent, S. Brice, J. Caradonna, C. Coleman, B. Desjardins, S. Goodmanson (EP), K. Harper (for de Vries) (EP), G. Holman, P. Jones,

- D. Kobayashi, M. Little, C. McNeil-Smith, K. Murdoch, L. Szpak, D. Thompson, S. Tobias,
- M. Westhaver (for D. Murdock), A. Wickheim, K. Williams, R. Windsor

STAFF: T. Robbins, 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; I. Jesney, Acting General Manager, Integrated Water Services; S. Carey, Senior Manager, Legal Services; D. Elliot, Senior Manager, Regional Housing; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (recorder)

EP - Electronic Participation

Regrets: Directors J. Brownoff, Z. de Vries, D. Murdock

The meeting was called to order at 1:00 pm.

### 1. TERRITORIAL ACKNOWLEDGEMENT PROVIDED BY CHIEF ROB THOMAS OF THE ESQUIMALT NATION

Chief Rob Thomas of the Esquimalt First Nation provided a Territorial Acknowledgement.

Chair Plant thanked Chief Thomas and presented him with a gift.

### 2. APPROVAL OF THE AGENDA

MOVED by Director Desjardins, SECONDED by Director Tait, That the agenda for the December 14, 2022 Session of the Capital Regional District Board be approved. CARRIED

#### 3. ADOPTION OF MINUTES

**3.1.** <u>22-663</u> Minutes of the October 12, 2022 and November 16, 2022 Capital Regional District Board meetings

MOVED by Director Tait, SECONDED by Director Desjardins,

- 1. That the minutes of the Capital Regional District Board meeting of October 12, 2022 be adopted as circulated.
- 2. That the minutes of the Special Session of Capital Regional District Board of November 16, 2022 be adopted as circulated CARRIED
- 3.2. 22-674 Previous Minutes of Other CRD Committees and Commissions

MOVED by Director Tait, SECONDED by Director Murdoch,

- 1. That the minutes of the Committee of the Whole meeting of November 30, 2022 be adopted as circulated.
- 2. That the minutes of the Performing Arts Facilities Select Committee meeting of January 19, 2022 be adopted as circulated.

  CARRIED

#### 4. REPORT OF THE CHAIR

Season's Greetings directors, staff and members of the public. I would like to begin by again thanking Esquimalt Nation Chief Thomas for providing the territorial acknowledgement and blessing today to start our meeting. I felt it would be a good way for us to start the first year of our term of regular board meetings, so I invited him to speak today. I also extended the invitation to Songhees Nation Chief Sam but unfortunately, he was unable to attend. Respecting and working collaboratively with First Nations in our region is something the previous board was committed to and I am confident when we complete our Strategic Priority setting work next month we will see this topic remain a high priority for this Board. I personally looking forward to seeing the organization advance from saying that we want to have effective government to government relations to regularly working together on mutually desired outcomes. The Board should also look to the province and the Ministry of Municipal Affairs for its leadership. This Spring the province published the 'Declaration on the Rights of Indigenous Peoples Act Action Plan'. I want to draw this Board's attention to action 1.11: "Support inclusive regional governance by advancing First Nations participation in regional district boards." In my mind it is no longer if local First Nations are going to join us at this table, but when. And I welcome that. I also want to draw your attention to a few other items. You will have seen the CRD committee appointments by now and I will state I am very excited about the people who will be leading and serving on these committees. The work of populating committees is not unlike casting a play (Which I just so happen to do in my day job regularly) to see us succeed together. I'm pleased to state that everyone here was able to get their first and second choices for committees. And that every committee has representation from the EA Directors, Peninsula, West Shore and Core. It was not an easy task. If you wish to discuss any of the appointments, I would welcome that. I have asked staff to begin planning tours for Directors to get to know and see first-hand the impact our organization has in our region. Starting in the new year and approximately every two months, we will visit places like the new Wastewater facility, the Hartland Landfill and Residual Treatments Facility and Salt Spring Island. Stay tuned for more info. I wanted to inform the Board that I asked staff to put the Management of Biosolids update on our agenda today. You will see it as item 7.8. Biosolids and their beneficial use has continued to prove to be a challenge. Everyone at this table needs to be aware or reminded that we have a deadline of January 1, 2025 to implement our long-term strategy for the beneficial use of our region's Biosolids. I am confident we will get there, but we need to stay vigilant on this file. I noted that Minister Fleming, (who has a good working relationship with the CRD and myself) was returned to his role as Minister of Transportation and Infrastructure. I am optimistic that we will find a willing partner to work with the CRD on our regional transportation aspirations. I will further note that the new minister of Housing, Ravi Kahlon, was born and raised in Victoria and I am sure we will create a positive working relationship with the minister to jointly address our housing goals. And the last item for today; during this holiday season please take some time for yourself and spend some time with your family and friends doing things that make you happy. What

we do in local government is often undervalued, regularly misunderstood and never easy. But it is so important. And it can be draining. This has been a long election year. Please consider taking a moment to do something that recharges your spirits so will all be ready to work hard together as a member of this Board in January. Thank you for listening to my remarks and let's get on with our agenda.

### 5. PRESENTATIONS/DELEGATIONS

There were no presentations.

#### 5.1. DELEGATIONS

MOVED by Director Desjardins, SECONDED by Director Brice, That a late delegation, Hugh Stephens, be permitted to speak. CARRIED

**5.1.1.** 22-682 Delegation - Dave Cowen; Representing Peninsula Biosolids

Coalition/The Butchart Gardens: Re: Agenda Item 7.8.: Management of Biosolids - Update

- D. Cowen sent his regrets.
- 5.1.2. 23-012 Delegation Hugh Stephens; Representing Peninsula Biosolids Coalition/The Butchart Gardens: Re: Agenda Item 7.8.: Management of Biosolids - Update
  - H. Stephens spoke to Item 7.8. Management of Biosolids Update

### 6. CONSENT AGENDA

MOVED by Director Tait, SECONDED by Director Kobayashi, That consent agenda items 6.1. through 6.6. be approved. CARRIED

**6.1.** 22-646 British Columbia Structure Firefighter Minimum Training Standards

To direct CRD staff to proceed with Electoral Area fire service consultation to determine requirements to comply with British Columbia Structure Firefighter Minimum Training Standards, implement an appropriate training program no later than Q1 2024, and adjust the future fire service budgets accordingly. CARRIED

**6.2.** 22-647 Community Resiliency Initiative Grant: 2023 FireSmart Community Funding & Supports

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

CARRIED

**6.3.** Community Emergency Preparedness Fund Grant: Volunteer & Composite Fire Department Training & Equipment

That the Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness Fund for the Fire Department Training and Equipment program and direct staff to provide overall grant management.

**CARRIED** 

**6.4.** <u>22-657</u> Magic Lake Estates SCADA Communication Upgrades

That the provisionally approved Magic Lake Estates Water Service 2023-2027 Capital Plan and Budget be amended to include a new Capital Project for 2023 to complete communication improvements at all Magic Lake Estates Water sites with a budget of \$90,000 to be funded from the Water Service Capital Reserve Fund.

**CARRIED** 

**6.5.** 22-675 2023 Schedule of Regular Board Meetings

That the regular meetings for the Capital Regional District Board will be scheduled in 2023 on the second Wednesday of each month as follows: January 11, February 8, March 8, April 12, May 10, June 14, July 12, August 9 (at the call of the Chair), September 13, October 11, November 8 (inaugural), December 13. CARRIED

**6.6.** 22-681 2023 Terms of Reference for Standing Committees

That the Board approve the 2023 Terms of Reference for Standing Committees attached as Appendix A.

CARRIED

### 7. ADMINISTRATION REPORTS

**7.1.** 22-620 Archie Galbraith Memorial Scholarship 2022

Vice Chair Tait presented Item 7.1. for information and congratulated this year's recipient; Sofia Auger Nybida.

This report was received for information.

**7.2.** 22-664 2023 Committee and External Membership Appointments

K. Morley spoke to Item 7.2.

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

### **7.3.** <u>22-672</u> McLoughlin Point Wastewater Treatment Plant - Performance Period Closeout Update

I. Jesney spoke to Item 7.3.

Discussion ensued on the following:

- odour monitoring and concerns
- performance incentive payment
- use of abeyance funds

### **Motion Arising**

MOVED by Director Desjardins, SECONDED by Director Windsor, That the Capital Regional District reduce the performance payment from \$800,000 to \$500,000 due to ongoing odour concerns that are not yet resolved. CARRIED

### **7.4.** 22-683 Alternative Approval Process for Bylaw 4522 - Regional Goose Management

K. Morley spoke to Item 7.4.

Discussion ensued regarding the annual cost of the service.

MOVED by Director Windsor, SECONDED by Director Murdoch,

- 1. That in accordance with section 86(3) of the Community Charter, the date of January 23, 2023 be confirmed as the deadline by which electoral response, under the regional Alternative Approval Process for CRD Bylaw No. 4522, must be submitted to the Capital Regional District by qualified electors within the Capital Regional District;
- 2. That the attached Synopsis of Bylaw No. 4522 (Appendix B), Notice of Alternative Approval Process (Appendix C), and the Elector Response Form (Appendix D) be approved; and
- 3. That the total number of registered electors within the service area is 332,080 and that 10% of that number is 33,208 electors.

  CARRIED

### **7.5.** 22-684 Alternative Approval Process for Bylaw 4515 - Solid Waste Disposal Loan Authorization

K. Morley spoke to Item 7.5.

Discussion ensued on the elector approval process.

MOVED by Director Tait, SECONDED by Director Murdoch,

- 1. That in accordance with section 86(3) of the Community Charter, the date of January 23, 2023 be confirmed as the deadline by which electoral response, under the regional Alternative Approval Process for CRD Bylaw No. 4515, must be submitted to the Capital Regional District by qualified electors within the Capital Regional District;
- 2. That the attached Synopsis of Bylaw No. 4515 (Appendix B), Notice of Alternative Approval Process (Appendix C), and the Elector Response Form (Appendix D) be approved; and
- 3. That the total number of registered electors within the service area is 332,080 and that 10% of that number is 33,208 electors.

  CARRIED

**7.6.** <u>22-632</u> Bylaw Nos. 4526, 4527, and 4528: Updates to Water Supply, Bulk Water Fees and Charges and Water Distribution Bylaws

N. Chan spoke to Item 7.6.

Discussion ensued regarding clarification between bulk and agricultural water rates.

MOVED by Director Windsor, SECONDED by Director Tait,

1. That Bylaw No. 4526, "Water Supply Local Service Area Fee and Charge Bylaw No. 1, 1997, Amendment Bylaw No. 24, 2022", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Windsor, SECONDED by Director Tait, 2. That Bylaw No. 4526 be adopted.

**CARRIED** 

MOVED by Director Windsor, SECONDED by Director McNeil-Smith,

3. That Bylaw No. 4527, "Bulk Water Rates Bylaw, 1977, Amendment Bylaw No.

42, 2022", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Windsor, SECONDED by Director McNeil-Smith,

4. That Bylaw No. 4527 be adopted.

**CARRIED** 

MOVED by Director Szpak, SECONDED by Director Williams,

5. That Bylaw No. 4528, "Water Distribution Local Service Conditions, Fees and Charges Bylaw No. 1, 2013, Amendment Bylaw No. 12, 2022", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Szpak, SECONDED by Director Williams,

6. That Bylaw No. 4528 be adopted.

**CARRIED** 

7.7. 22-633 Parcel Tax Roll Review Panel

N. Chan Spoke to Item 7.7.

MOVED by Director Holman, SECONDED by Director Tobias,

1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 8 March 2023, at 12:00 pm in Room 652 of the Capital Regional District offices, 625 Fisgard Street, Victoria, BC; and

2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2023:

Colin Plant, CRD Board Chair

Al Wickheim, Director, Juan de Fuca Electoral Area Paul Brent, Director, Southern Gulf Islands Electoral Area

Gary Holman, Director, Salt Spring Island Electoral Area

CARRIED

### **7.8.** 22-671 Management of Biosolids - Update

L. Hutcheson spoke to Item 7.8.

Discussion ensued regarding:

- how other jurisdictions are using biosolids
- shipping and supply chain issues with service provider
- interim options for biosolid disposal outside the region
- mitigation of wind dispersion
- alternative technologies to biosolids
- environmental monitoring at the Hartland Landfill
- carcinogenic and heavy metal levels
- access to historical information on biosolids
- contractual obligations with contractor
- organic matter recycling regulations and standards
- silviculture application potential and short-term contingency options
- contamination concerns related to forestry and traditional land use
- public engagement and consultation

Chair Plant stated that he will follow up with the Minister of Environment regarding the land application of biosolids.

#### **Motion Arising**

MOVED by Director Windsor, SECONDED by Director Murdoch,

That staff investigate as a medium-term option, the application in a silviculture scenario and have it in the report to the Environmental Services Committee meeting.

**DEFEATED** 

OPPOSED: Alto, Caradonna, Desjardins, Holman, Jones, Kobayashi, Little, McNeil-Smith, Tobias, Westhaver, Wickheim, Williams

### 8. REPORTS OF COMMITTEES

### **Electoral Areas Committee**

### **8.1.** Saturna Island Fire Protection Society (SIFPS) - Medical Patient Transportation

MOVED by Director Brent, SECONDED by Director Holman,

1. That Bylaw No. 4534, "Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw No. 1, 1993, Amendment Bylaw No. 3, 2022", be introduced and read a first, second, and third time.

CARRIED

MOVED by Director Brent, SECONDED by Director Holman,

- 2. That elector approval be obtained by the Electoral Area director consenting on behalf; and
- 3. That Bylaw No. 4534 be referred to the Inspector of Municipalities for approval. CARRIED

### **8.2.** 22-669 Salt Spring Island Local Community Commission - Implementation

K. Morley spoke to Item 8.2.

Discussion ensued regarding the implementation timeline.

MOVED by Director Holman, SECONDED by Director Brent,

1. That Bylaw No. 4507, "Salt Spring Island Local Community Commission Bylaw No. 1", be adopted;

**CARRIED** 

MOVED by Director Holman, SECONDED by Director Brent,

2. That staff proceed with the planning and establishment of a local community commission election with a target date of May 27, 2023, and associated bylaw amendments to dissolve certain commissions which will be assumed by the Salt Spring Island Local Community Commission.

CARRIED

### **8.3.** 22-607

Bylaw Nos. 4524 and 4525: Fees and Charges Bylaw Amendments for Utilities within the Three Electoral Areas

MOVED by Director Brent, SECONDED by Director Wickheim,

1. That Bylaw No. 4524, "Southern Gulf Islands and Juan de Fuca Electoral Areas Utilities and Street Lighting Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 11, 2022", be introduced and read a first, second, and third time. CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim,

2. That Bylaw No. 4524 be adopted.

**CARRIED** 

MOVED by Director Brent, SECONDED by Director Holman,

3. That Bylaw No. 4525, "Salt Spring Island Liquid Waste, Sewer, and Water Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 16, 2022", be introduced and read a first, second, and third time.

CARRIED

MOVED by Director Brent, SECONDED by Director Holman,

4. That Bylaw No. 4525 be adopted.

**CARRIED** 

### **8.4.** 22-645 Electoral Areas "Fire Regulation Bylaw No. 2", Bylaw No. 4489

MOVED by Director Brent, SECONDED by Director Wickheim, 1. That Bylaw No. 4489, "Fire Regulation Bylaw No. 2, 2022", be introduced and read a first, second, and third time.

**CARRIED** 

MOVED by Director Brent, SECONDED by Director Wickheim, 2. That Bylaw No. 4489 be adopted. CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim, 3. That Bylaw No. 4499, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 74, 2022", be introduced and read a first, second, and third time. CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim, 4. That Bylaw No. 4499 be adopted. CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim, 5. That Bylaw No. 4523, "Capital Regional District Fire Protection Services Fees

and Charges Bylaw No. 2, 2022", be introduced and read a first, second, and third time.

**CARRIED** 

MOVED by Director Brent, SECONDED by Director Wickheim, 6. That Bylaw No. 4523 be adopted.

CARRIED

### **8.5.** <u>22-676</u> Motion with Notice: Electoral Area Director Remuneration (Director Holman)

Discussion ensued regarding:

- implications to the remuneration policy and annual adjustments
- base compensation and stipends
- financial barriers to future directors
- CRD Board Remuneration Philosophy established in the policy
- public perception of director remuneration
- implications of amending Board policy in part
- policy review schedule

MOVED by Director Brent, SECONDED by Director Holman,

That the Electoral Area Director remuneration be maintained at 2022 levels for 2023 and that the Committee request staff report back with the necessary policy changes for the Board's consideration.

**DEFEATED** 

OPPOSED: Brent, Brice, Caradonna, Coleman, Goodmanson, Harper, Jones, Little, McNeil-Smith, Murdoch, Plant, Szpak, Thompson, Tait, Westhaver, Williams, Windsor

Director Windsor left the meeting at 3:30 pm.

**8.6.** <u>22-677</u> Motion with Notice: Sooke Basin Aquaculture Proposal (Director Wickheim)

Director Wickheim spoke to Item 8.6.

MOVED by Director Brent, SECONDED by Director Wickheim, That the CRD Board refer its concerns regarding the potentially invasive seaweed aquaculture in Sooke Basin to appropriate provincial and federal agencies and request the updating and enforcement of regulations for such species as soon as possible.

Discussion ensued regarding:

- potential harm from invasive algae species in the Sooke Basin
- T'Souke First Nation's endorsement of the aquaculture project
- jurisdictional relevance related to taking action on the issue
- timeline for updating invasive species list

### **Referral Motion**

MOVED by Director Tait, SECONDED by Director Desjardins, That the motion be referred to staff for more information. CARRIED

### Juan de Fuca Land Use Committee

**8.7.** Public Hearing Report on Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021"

MOVED by Director Wickheim, SECONDED by Director Little,

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4423, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 153, 2021", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on November 8, 2022, for Bylaw No. 4423, be received.

**CARRIED** 

 ${\bf MOVED\ by\ Director\ Wickheim,\ SECONDED\ by\ Director\ Tait,}$ 

2) That Bylaw No. 4423 be read a third time. CARRIED

MOVED by Director Wickheim, SECONDED by Director Little,

3) That Bylaw No. 4423 be adopted. CARRIED

**8.8.** Public Hearing Report on Bylaw No. 4496, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 2022"

MOVED by Director Wickheim, SECONDED by Director Little,

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4496, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 156, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on November 8, 2022, for Bylaw No. 4496, be received.

**CARRIED** 

MOVED by Director Wickheim, SECONDED by Director Tait,

2) That Bylaw No. 4496 be read a third time.

**CARRIED** 

MOVED by Director Wickheim, SECONDED by Director Little,

3) That Bylaw No. 4496 be adopted.

**CARRIED** 

#### 9. BYLAWS

**9.1.** Bylaw 4487 - "Seagirt Water System Local Service Establishment Bylaw No.1, 2022"

MOVED by Director Wickheim, SECONDED by Director Brent,

That Bylaw 4487- "Seagirt Water System Local Service Establishment Bylaw

No.1, 2022" be adopted.

**CARRIED** 

**9.2.** Bylaw 4488 - "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022"

MOVED by Director Wickheim, SECONDED by Director Brent,

That Bylaw 4488- "Seagirt Water System Local Service Loan Authorization Bylaw

No. 1, 2022" be adopted.

CARRIED

### 10. NOTICE(S) OF MOTION

There were no Notices of Motion.

### 11. NEW BUSINESS

There was no new business.

Director Holman left the meeting at 3:46 pm.

### 12. MOTION TO CLOSE THE MEETING

### **12.1.** <u>22-635</u> Motion to Close the Meeting

MOVED by Director Tait, SECONDED by Director Murdoch,

1. That the meeting be closed for Appointments in accordance with Section 90(1) (a) of the Community Charter.

**CARRIED** 

MOVED by Director Tait, SECONDED by Director Murdoch,

2. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter.

**CARRIED** 

MOVED by Director Tait, SECONDED by Director Murdoch,

3. That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter.

CARRIED

MOVED by Director Tait, SECONDED by Director Murdoch,
That the meeting be recessed for the meeting of the Capital Region Housing
Corporation Board.
CARRIED

The meeting recessed at 3:48 pm for the meeting of the Capital Region Housing Corporation.

The meeting reconvened and went into the Closed Session at 4:14 pm.

#### 13. RISE AND REPORT

The meeting rose from closed session at 4:51 pm and reported on the following:

In accordance with Bylaw No. 3693 that the following person be appointed to the Beddis Water Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Michael McCormick

In accordance with Bylaw No. 3693 that the following person be appointed to the Cedar Lane Water Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Tisha Boulter, Jason Griffin

In accordance with Bylaw No. 4120 that the following people be appointed to the East Sooke Advisory Planning Commission for a term to start January 1, 2023 and expire December 31, 2026: Shandelle Conrad, Zachary Doeding, Vicki Graham, Tim Marks, Janice St. John

In accordance with Bylaw No. 3693 that the following person be appointed to the Fernwood and Highland Water Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Brian Travelbea, Laura Travelbea

In accordance with Bylaw No. 3693 that the following person be appointed to the SSI - Fulford Water Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Alan Martin Bren Walker

In accordance with Bylaw No. 3486 that the following people be appointed to the Galiano Island Parks and Recreation Commission for a term to start January 1, 2023 and expire December 31, 2024: Cathy Clinton, Charlene Dishaw, Gerald Longson, Andrew Simon

In accordance with Bylaw No. 3693 that the following people be appointed to the SSI - Ganges Sewer Local Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Jodie Miller, Colin Whyte

In accordance with Bylaw No. 3763 that the following people be appointed to the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission for a term to start January 1, 2023 and expire December 31, 2024: Valerie Braunschweig, Cynthia Lacroix, Scott McKay, Pat Sloan

In accordance with Bylaw No. 3763 that the following people be appointed to the Juan de Fuca Land Use Committee for a term to start January 1, 2023 and expire December 31, 2026: Roy McIntyre, Ron Ramsay, Dale Risvold, Anne Russell

In accordance with Bylaw No. 1875 that the following people be appointed to the Lyall Harbour/Boot Cove Water Local Services Committee for a term to start January 1, 2023 and expire December 31, 2024: Tex McLeod, Ian Rowe

In accordance with Bylaw No. 2339 that the following people be appointed to the Magic Lake Estates Water and Sewer Committee for a term to start January 1, 2023 and expire December 31, 2024: Annette Cyr, Jean Deschenes, David Reed

In accordance with Bylaw No. 3693 that the following people be appointed to the Maliview Sewer Local Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Brian Travelbea, Laura Travelbea

In accordance with Bylaw No. 3488 that the following people be appointed to the Mayne Island Parks and Recreation Commission for a term to start January 1, 2023 and expire December 31, 2024: Kestutis Banelis, Michael Kilpatrick, Jane Schneider

In accordance with Bylaw No. 4120 that the following people be appointed to the Otter Point Advisory Planning Commission for a term to start January 1, 2023 and expire December 31, 2026: Sid Jorna, Anne Miller, Steve Smith

In accordance with Reaching Home Community Advisory Board Terms of Reference that the following people be appointed to the Reaching Home Community Advisory Board for a term to start January 1, 2023 and expire December 31, 2024: Ian Bermeo, Sylvia Ceacero, Don Elliott, Aly Essa, Jennifer Fox, Bojan Grbavac, Lee King, Jordan Koe, Clint Kuzio, Sharlene Law, Calvin Leitner, Jared Melvin, Ron Rice, Magat Vohra, Jason Walsh

In accordance with Regional Housing Advisory Committee Terms of Reference that the following people be appointed to the Regional Housing Advisory Committee for a term to start January 1, 2023 and expire December 31, 2024: Sylvia Ceacero, Luke Mari, Don McTavish

In accordance with Letters Patent that the following people be appointed to the Saanich Peninsula Water Commission for a term to start January 1, 2023 and expire December 31, 2023: Michael Doehnel, Wayne Helgason, Carys Pinches

In accordance with Bylaw No. 3693, that the following people be appointed to the Salt Spring Island Liquid Waste Disposal Service Commission for a term to start January 1, 2023 and expire December 31, 2024: Mary Richardson, Sandra Ungerson

In accordance with Bylaw No. 3763, that the following people be appointed to the Salt Spring Island Parks and Recreation Advisory Commission for a term to start January 1, 2023 and expire December 31, 2024: Sonja Collombin, Sean Norgard

In accordance with Bylaw No. 3450, that the following persons be appointed to the Salt Spring Island Transportation Commission for a term to start January 1, 2023 and expire December 31, 2024: Gayle Baker, Myna Lee Johnstone, Aubrey Smith

In accordance with Bylaw No. 3485 that the following person be appointed to the Saturna Island Parks and Recreation Commission for a term to start January 1, 2023 and expire December 31, 2024: Larry Field, Al DeJoseph

In accordance with Bylaw No. 4120 that the following people be appointed to the Shirley-Jordan River Advisory Planning Commission for a term to start January 1, 2023 and expire December 31, 2026: Emily Anderson, Viviana Curutchet, Melody Kimmel, Fiona McDannold

In accordance with Bylaw No. 3133 that the following person be appointed to the Skana Water Service Committee for a term to start January 1, 2023 and expire December 31, 2024: Mitch Bentley, Bev Hill

In accordance with Bylaw No. 2788 that the following person be appointed to the

Sooke and Electoral Area Parks and Recreation Commission: for a term to start January 1, 2023 and expire December 31, 2024: Margot Swinburnsons

In accordance with Bylaw No. 3803 that the following person be appointed to the Southern Gulf Islands Community Economic Sustainability Commission for a term to start January 1, 2023 and expire December 31, 2024: Michael Hoebel, Priscilla Zimmerman

In accordance with Bylaw No. 3803 that the following person be appointed to the Southern Gulf Islands Community Economic Sustainability Commission for a term to start January 1, 2023 and expire December 31, 2023: Robert Fenton

In accordance with Bylaw No. 2972 that the following person be appointed to the Southern Gulf Islands Harbours Commission for a term to start January 1, 2023 and expire December 31, 2024: Michael Davis , Brian Dearden , Jean Deschenes , Rob Fenton , John Hall

In accordance with Bylaw No. 3523 that the following people be appointed to the Southern Gulf Islands Public Library Commission for a term to start January 1, 2023 and expire December 31, 2024: Anthony Lee, Ginny Macoun, Barb Miodonski, Pauline Preston, Lori Ragan, Sarah Stang

In accordance with Bylaw No. 2558 that the following people be appointed to the Sticks Allison Water Local Service Committee for a term to start January 1, 2023 and expire December 31, 2024: Maria Carmita de Menyhart, Brian Russell

In accordance with Bylaw No. 3131 that the following person be appointed to the Surfside Park Estates Water Service Committee for a term to start January 1, 2023 and expire December 31, 2024: Rob Noyes, Ken Wall

In accordance with Bylaw No. 3520 that the following people be appointed to the Traffic Safety Commission for a term to start January 1, 2023 and expire December 31, 2024: Neil Arason, Corey Burger, Ron Cronk, Murray Fyfe, Frederick Grouzet, Andy Harward, Todd Litman, Steve Martin, Owen Page, Paweena Sukhawathanakul, Rudi Wetselaar

In accordance with Bylaw No. 4453 that the following person be appointed as an Alternate representative for the District of Highlands to the Victoria Family Court and Youth Justice Committee for a term to start January 1, 2023, and expire December 31, 2024: Adam Flint, Rose Stanton

In accordance with Bylaw No. 3511 that the following person be appointed to the Wilderness Mountain Water Service Commission for a term to start January 1, 2023, and expire December 31, 2024: Larry Cutler, Martin Lechowicz

In accordance with Bylaw No. 4120 that the following people be appointed to the Willis Point Advisory Planning Commission for a term to start January 1, 2023 and expire December 31, 2026: Brent Kornelson, Brian McCandless, Daniel Kenway, Joel Cotter, Rob Scott

### 14. ADJOURNMENT

MOVED by Director McNeil-Smith, SECONDED by Director Thompson, That the December 14, 2022 Capital Regional District Board meeting be adjourned at 4:52 pm.

CARRIED

CHAIR	
CERTIFIED CORRECT:	
CORPORATE OFFICER	



### **Capital Regional District**

625 Fisgard St., Victoria, BC V8W 1R7

### **Meeting Minutes**

### Committee of the Whole

Wednesday, November 30, 2022

10:45 AM

6th Floor Boardroom 625 Fisgard Street Victoria, BC V8W 1R7

### **Special Meeting**

#### **PRESENT**

DIRECTORS: C. Plant (Chair), M. Tait (Vice Chair), M. Alto (11:53 am), P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, B. Desjardins, Z. de Vries, S. Goodmanson, G. Holman, P. Jones, D. Kobayashi, M. Little, C. McNeil-Smith, K. Murdoch, D. Murdock, S. Riddell (for R. Windsor), L. Szpak, D. Thompson, S. Tobias, A. Wickheim, K. Williams

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; S. Carey, Acting General Manager, Corporate Services; I. Jesney, Acting General Manager, Integrated Water Services; F. Lopez, Manager, Strategic Planning; E. Sinclair, S Senior Manager, Regional and Strategic Planning, S. Orr, Senior Committee Clerk, T. Pillipow, Committee Clerk (Recorder)

Guests: N. Hill and H. Farson, Spur Communication

Regrets: Director R. Windsor

The meeting was called to order at 10:46 am.

### 1. Territorial Acknowledgement

Chair Plant provided a Territorial Acknowledgement.

### 2. Approval of Agenda

MOVED by Director Coleman, SECONDED by Director Little, That the agenda for the November 30, 2022 Session of the Committee of the Whole be approved. CARRIED

### 3. Presentations/Delegations

There were no presentations.

### 3.1. Delegations

3.1.1.	<u>22-655</u>	Delegation - Yvonne Mendel; Representing South Island Mountain Bike Society: Re: Agenda Item 4.1.: Strategic Planning Session 1
		Y. Mendel spoke to Item 4.1.
3.1.2.	<u>22-656</u>	Delegation - Allen Agopsowicz; Representing South Island Climbers Association: Re: Agenda Item 4.1.: Strategic Planning Session 1
		A. Agopsowicz spoke to Item 4.1.

### 4. Special Meeting Matters

MOVED by Director Desjardins, SECONDED by Director McNeil-Smith, That the rules of procedure be suspended to hold a workshop meeting. CARRIED

**4.1.** 22-638 Strategic Planning Session 1

The Committee participated in a strategic priority setting workshop facilitated by Spur Communication.

The meeting recessed at 11:56 am. The meeting reconvened at 1:15 pm.

### 5. Adjournment

MOVED by Director Brice, SECONDED by Director McNeil-Smith, That the meeting of the November 30, 2022 Committee of the Whole be adjourned until January 25, 2023 at 1:00 pm. CARRIED

CHAIR	
CERTIFIED CORRECT:	
CORPORATE OFFICER	



### REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, JANUARY 11, 2023

### <u>SUBJECT</u> Southern Gulf Islands Electoral Area - Rural Economic Diversification and Infrastructure Program Grant Application

### **ISSUE SUMMARY**

The Rural Economic Diversification and Infrastructure Program (REDIP) is a new grant launched by the BC Ministry of Jobs, Economic Recovery and Innovation (JERI) which supports projects that promote:

- Economic diversification
- Resilience
- Clean growth opportunities
- Infrastructure development

The Southern Gulf Islands Electoral Area (SGI EA) is requesting \$576,725 under this program to support "Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands." If successful, the funding will go towards CRD's contribution to the Connected Coast last mile project, which will deliver internet and economic benefits to Galiano and Saturna Islands, as well as create revenue for the CRD through a profit-sharing agreement. Revenues earned will be used to re-invest in economic diversification and sustainability initiatives across the entire Electoral Area of Pender, Mayne, Galiano and Saturna Islands.

### **BACKGROUND**

The CRD SGI Community Economic Sustainability Commission (CESC) has identified affordable, reliable high-speed broadband internet as a key milestone toward the broader goal of a resilient and sustainable local economy that improves and maintains the Southern Gulf Islands' economic prosperity, social equity and environmental quality.

The SGI EA initiated a Connectivity Planning process from 2019-2022 which resulted in the CRD's Southern Gulf Islands Regional Broadband Strategy (2021). The vision of the strategy is "Southern Gulf Island communities, while remote by nature, are highly connected through a resilient, affordable high-speed network that supports services including telehealth, education, and emergency communications, and promotes lower carbon economic opportunities, social connection, and overall livability."

The proposed project supports a partnership between Connected Coast and the Capital Regional District (CRD) to bring an internet transport landing site to Galiano Island, and last-mile fibre-to-the-home on Galiano and Saturna Islands. The application is to support the CRD's contribution to the Connected Coast last mile project, which will deliver internet and economic benefits to Galiano and Saturna Islands, as well as create revenue for the CRD through a profit-sharing agreement. Revenues earned will be used to re-invest in economic diversification and sustainability initiatives across the entire Electoral Area of Pender, Mayne, Galiano and Saturna Islands.

CityWest is the Internet Service Provider (ISP) that will develop and deliver last mile infrastructure to Galiano and Saturna Islands as an extension of the Connected Coast sub-sea fibre transport build. In 2021, CityWest submitted a last mile network infrastructure partnering agreement to the CRD with provisions for the CRD to make a capital contribution of no more than 10% of the overall Network Infrastructure Costs. The CRD Board passed resolutions of support for the project. The agreement will be executed once CRD has secured the funding for the partnership.

Under the agreement, CityWest will install the last mile infrastructure on Galiano and Saturna Islands and will manage, maintain, and operate the Network Infrastructure. CityWest will retain ownership of the network infrastructure, including the communications network and related assets for the purpose of delivering network services to project customers. CityWest is responsible for 90% of the capital costs of infrastructure development.

CityWest will pay 100% of all operating costs associated with the operation, maintenance and management of the network infrastructure once built.

CRD will receive 20% of annual net project revenue share of network service profits from CitvWest.

CRD will administer the revenue share through the Southern Gulf Islands Economic Development Service (under the Southern Gulf Islands Economic Sustainability Commission (CESC)) and use the income to support economic diversification in the Southern Gulf Islands Electoral Area (SGIEA).

### **ALTERNATIVES**

#### Alternative 1

The Electoral Areas Committee recommends to the Capital Regional District Board:

That the Capital Regional District Board authorizes submission of a grant application under the BC Rural Economic Diversification and Infrastructure Program for Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands; and direct staff to provide overall grant management.

### Alternative 2

That staff be directed to rescind the grant application to the BC Rural Economic Diversification and Infrastructure Program.

### **IMPLICATIONS**

### Financial Implications

In 2021, CityWest submitted a last mile network infrastructure partnering agreement to the CRD with provisions for the CRD to make a capital contribution of no more than 10% of the overall Network Infrastructure Costs, up to a maximum of \$456,054. The CRD Board passed resolutions of support for the project. The agreement has not been executed because the CRD has not yet secured the funding for the partnership. If successful, the CRD grant application under the REDIP program will provide CRD with the requested contribution.

CityWest has confirmed the estimates for costing the project build are class B estimates, with the possibility of a 25% variation in project costs. The CRD has included a 25% contingency in the budget and added that the amount requested by CityWest in the partnership agreement. It also made provision in the budget to train local labour for the fibre installation and maintenance. The total grant request of \$576,725 includes these additional costs on top of the original \$456,054 requested by CityWest. Other cost over runs will be borne by CityWest in accordance with the partnership agreement submitted to CRD and the project proposal approved under the Universal Broadband Fund and the Connecting British Columbia program.

### Service Delivery Implications

If CRD cannot fund its partnership contribution to Connected Coast and CityWest by grant funding, it will need to support the partnership through service establishment and loan authorization on each island. This will restrict the economic benefit of the partnership to only Galiano and Saturna Islands and will limit how it spends the revenue shares (due to loan authorization requirements). The approach proposed under this project allows the SGI CESC to be the service that receives the grant and contributes to the partnership. The CESC can then use the future revenue to support economic development activities SGI-wide, including internet connectivity for Mayne and Pender Islands.

### CONCLUSION

The Southern Gulf Islands Electoral Area (SGI EA) is requesting funding under the BC Rural Economic Diversification and Infrastructure Program (REDIP) to support "Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands." If successful, the funding will go towards CRD's contribution to the Connected Coast last mile project, which will deliver internet and economic benefits to Galiano and Saturna Islands, as well as create revenue for the CRD through a profit-sharing agreement with CityWest. Revenues earned will be used to re-invest in economic diversification and sustainability initiatives across the entire Electoral Area of Pender. Mayne, Galiano and Saturna Islands.

### **RECOMMENDATION**

The Electoral Areas Committee recommends to the Capital Regional District Board:

That the Capital Regional District Board authorizes submission of a grant application under the BC Rural Economic Diversification and Infrastructure Program for Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands; and direct staff to provide overall grant management.

Submitted by:	Justine Starke, Manager, Service Delivery, Southern Gulf Islands	
Concurrence:	Stephen Henderson, Senior Manager, Real Estate and Southern Gulf Islands	
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer	
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer	



### REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 04, 2023

### <u>SUBJECT</u> 2023 Royal and McPherson Theatres Services Committee Terms of Reference

### **ISSUE SUMMARY**

This report is to provide the 2023 Royal and McPherson Theatres Services Advisory Committee Terms of Reference for the Committee's review.

### **BACKGROUND**

Under the *Local Government Act* and the CRD Board Procedures Bylaw, the CRD Board Chair has the authority to establish standing committees and appoint members to provide advice and recommendations to the Board. On December 14, 2022, the Regional Board approved the 2022 Terms of Reference for standing committees. Terms of Reference (TOR) serve to clarify the mandate, responsibilities and procedures of standing committees and provide a point of reference and guidance for the Committees and members.

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

Minor housekeeping changes were made to section 2.0 Establishment. First, that membership is approved by the CRD Board upon receiving nominations from each participating municipality. Second, that the appointment of the Chair is to occur annually. A redlined copy of the 2023 RMTSAC TOR is attached as Appendix B.

### **CONCLUSION**

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

### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board: That the 2023 Royal and McPherson Theatres Services Advisory Committee Terms of Reference attached at Appendix A be approved.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Shawn Carby, Acting Chief Administrative Officer

### ATTACHMENT(S)

Appendix A: 2023 RMTSAC Terms of Reference

Appendix B: 2023 RMTSAC Terms of Reference Redlined



### ROYAL & MCPHERSON THEATRES SERVICES ADVISORY COMMITTEE

### **PREAMBLE**

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

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

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

The Advisory Committee's official name is to be:

Royal & McPherson Theatres Services Advisory Committee

### 1.0 PURPOSE

The mandate of the Advisory Committee includes:

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

### 2.0 ESTABLISHMENT AND AUTHORITY

- a) The Advisory Committee will provide advice and make recommendations to the Finance Committee for consideration.
- b) Membership of the Advisory Committee as outlined in section 3.0, will be approved each year at a meeting of the Capital Regional District Board upon receiving nominations from each participating municipality.
- c) The Finance Committee Chair will appoint the Advisory Committee Chair on an annual basis.

### 3.0 COMPOSITION

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

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

### **4.0 TERM**

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

### **5.0 PROCEDURES**

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

### **6.0 RESOURCES AND SUPPORT**

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

Approved by CRD Board



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

### **PREAMBLE**

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

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

The Advisory Committee's official name is to be:

Royal & McPherson Theatres Services Advisory Committee

### 1.0 PURPOSE

The mandate of the Advisory Committee includes:

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

### 2.0 ESTABLISHMENT AND AUTHORITY

- a) The Advisory Committee will provide advice and make recommendations to the Finance Committee for consideration.
- b) The Finance Committee Chair will appoint the Advisory Committee Chair and other Mmembership of the Advisory Committee as outlined in section 3.0, will be approved each year at a meeting of the Capital Regional District Board upon receiving nominations from each participating municipality.
- b)c) The Finance Committee Chair will appoint the Advisory Committee Chair on an annual basis.

### 3.0 COMPOSITION

- a) The Advisory Committee shall consist of the following members:
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• The term of members of the Advisory Committee shall be one year.

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

### **6.0 RESOURCES AND SUPPORT**

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

Approved by CRD Board January 12, 2022



### REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 04, 2023

### **SUBJECT** Capital Regional District 2022 Audit Planning Discussion

### **ISSUE SUMMARY**

This report provides information to the Finance Committee (the Committee) on the 2022 Audit Plan and related work to be completed by KPMG for the 2022 year-end audit of the Capital Regional District (CRD).

### **BACKGROUND**

Under Section 377 of the *Local Government Act*, the CRD is required to appoint an auditor licensed under the *Business Corporations Act*. Through a public procurement process, KPMG was selected to perform the upcoming audit.

Consistent with the approach from previous years, the auditors circulate the audit plan to the Committee for information prior to the start of the audit. KPMG will make a presentation to the Committee to review the 2022 annual Audit Planning Report (Appendix A), as a fundamental component of the CRD's annual financial statement audit. This standard audit procedure is similarly undertaken by other local governments in the region.

The presentation will provide the Committee with an overview of the audit strategy and approach that KPMG will use in addressing any significant risks. The audit plan is designed to identify and address key financial reporting risks, including fraud, by evaluating the existence, quality and effectiveness of management's internal controls over financial reporting.

KPMG notes, in Appendix A, that they have not identified any areas of significant financial reporting risks. However, there is a presumed fraud risk around management override of controls. KPMG addresses this risk by performing testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions. Additionally, at the Committee meeting, KPMG will obtain the Committee's views on the risk of fraud for the CRD.

KPMG will present to the Committee an overview of the audit cycle, timetable and specific areas that the audit will focus on, including: Hartland landfill closure and post-closure liability, and material capital projects underway. KPMG will provide the basis of audit materiality they deem necessary to evaluate any misstatements they identify during the audit.

### **ALTERNATIVES**

### Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

That the Capital Regional District 2022 Audit Plan developed by KPMG be approved.

### Alternative 2

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

### **IMPLICATIONS**

### Financial Implications

KPMG will begin the year-end audit field work on March 6, 2022, for approximately four weeks. The auditors will perform sample testing on many areas including invoices, journal entries, accounts receivables, and accounts payables in order to gain reasonable assurance that all aspects of financial transactions are being recorded and reported in the financial statements in compliance with Canadian Public Sector Accounting Standards (PSAS). The audit team will also conduct interviews with staff in order to review internal controls and processes. Subsequent to completion of the audit field work, financial statements will be finalized by CRD staff. As part of the audit process, the auditors will provide the Committee with a detailed Audit Findings Report. The finalized financial statements will be presented to the Finance Committee along with the Audit Findings Report and Statements of Financial Information (SOFI).

### CONCLUSION

KPMG's primary objective of the Financial Statement audit is to present an opinion on the extent to which the CRD's consolidated financial statements are fairly presented, in accordance with the Public Sector Accounting Standards. As part of the annual audit, KPMG provides an audit plan to the Committee. The auditors will conduct their audit of the 2022 financial statements pursuant to this plan.

### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board: That the Capital Regional District 2022 Audit Plan developed by KPMG be approved.

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

### ATTACHMENT(S)

Appendix A: KPMG CRD 2022 Audit Planning Report



# Capital Regional District

**Audit Planning Report** for the year ended **December 31, 2022** 

KPMG LLP

Prepared for the Finance Committee meeting on January 4, 2023



# KPMG contacts

### Key contacts in connection with this engagement

### Lenora Lee

Lead Audit Engagement Partner 250-480-3588 lenoramlee@kpmg.ca

### Sarah Burden

Senior Manager 250-480-3562 sburden1@kpmg.ca

### **Cameron Rice-Gural**

Manager 250-480-3677 cricegural@kpmg.ca





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This report to the Finance Committee is intended solely for the information and use of management, the Finance Committee and Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Finance Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



This Audit Planning Report is also available as a "hyper-linked" PDF document.

If you are reading in electronic form (e.g. In "Adobe Reader" or "Board Books"), clicking on the home symbol on the top right corner will bring you back to this page.



Click on any item in the table of contents to navigate to that section.



## Audit Quality: How do we deliver audit quality?

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

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

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

We define 'audit quality' as being the outcome when:

- audits are executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality controls; and
- all of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.



Doing the right thing. Always.







#### Scope of the audit

Our audit of the consolidated financial statements ("financial statements") of the Capital Regional District (the "Entity" or "CRD") as of and for the year ended December 31, 2022, will be performed in accordance with Canadian generally accepted auditing standards (CASs).



#### **Materiality**



Materiality for planning purposes is set at \$4.8 million.

### Audit plan updates 🥋



Risks remain the same as in prior years as discussed in this report. Audit focus areas include landfill closure and post-closure liability and tangible capital assets.

### Significant risks



We have not identified significant risks beyond those required by professional standards related to fraud risk due to management override of controls.

#### Required communications

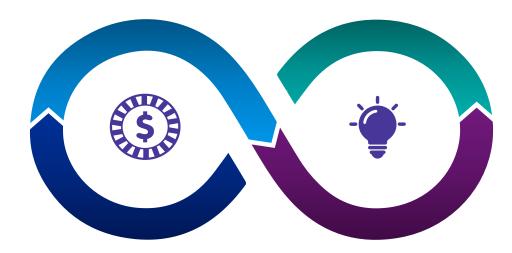


We are committed to transparent and thorough reporting of issues to management and the Finance Committee. See Appendix: Other required communications.

### **Report highlights Key milestones and Group audit plan** highlights **Asset retirement Thought leadership** and insights obligations



### Materiality



We *initially determine materiality* at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of professional judgement, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess** materiality throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

#### Plan and perform the audit

We *initially determine materiality* to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

#### **Evaluate the effect of misstatements**

We also use materiality to evaluate the effect of:

- · Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



**Audit Quality** 

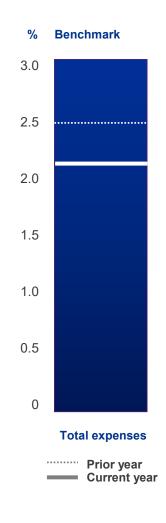
Highlights

Audit Plan

Group Audit Plan

# Materiality





### **Prior Year Total Expenses**

\$234.6 million

(2021: \$182.8 million)

No change in benchmark compared to prior year

#### % of Benchmark

2.1%

(2021: 2.5%)

The prescribed range is between 0.5% and 3.0% of the benchmark.

### **Audit Misstatement Posting Threshold**

\$240,000

(2021: \$225,000)

Threshold used to accumulate misstatements identified during the audit.



### es and Deliverables App

## Changes to our prior year audit plan

#### New significant risks and audit focus areas



No new significant risks



We have not identified significant risks of material misstatement, except for the presumed risk of management override of controls, which is required by professional standards. This assessment is consistent with previous years. Any changes to the audit plan will be communicated to Management and the Committee.



**Audit focus areas** 



During our preliminary risk assessment process, we identified audit focus areas over the Hartland landfill closure and post-closure liability and tangible capital assets. Any changes to the audit plan will be communicated to Management and the Committee.

#### Other significant changes



**Newly effective auditing standards** 



- CAS 315 (Revised) Identifying and Assessing the Risks of Material Misstatement
- See Appendix 2 for further information

Newly effective auditing standards





**New accounting standards** 



- PSAS 3280 Asset Retirement Obligations (ARO)
- Effective for the year ending December 31, 2023

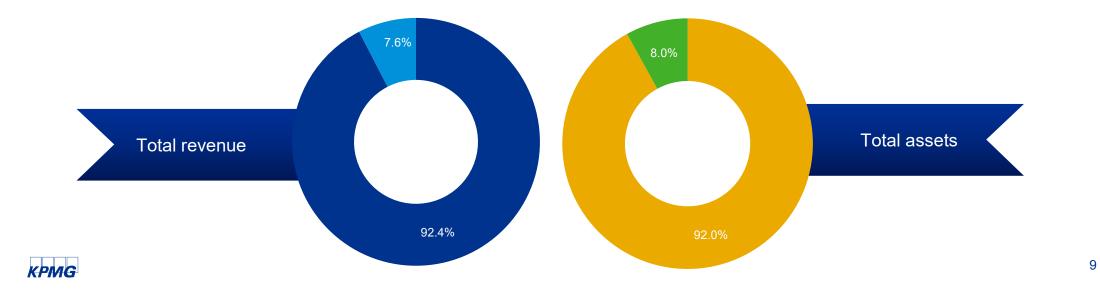
New accounting standards





# Group audit - Scoping

Components				
Component name	Classification	Description of involvement	Total revenue	Total assets
Capital Regional District	Individually financially significant	Full-scope audit	\$376.5M	\$2,350.7M
Capital Region Housing Corporation	Non-significant component	Full-scope audit	\$30.9M	\$205.1M
Total consolidated			\$407.4M	\$2,555.8M







## Significant risks



### Management Override of Controls



#### Why is it significant?

Presumption
of the risk of fraud
resulting from
management
override of
controls

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

#### Audit approach

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

#### Inquiries required by professional standards

Fraud inquiries of those charged with governance

Professional standards require that we obtain your view on the risk of fraud. We make similar inquiries to management as part of our planning process:

- Are you aware of, or have you identified any instances of actual, suspected, possible, or alleged non-compliance of laws and regulations or fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- · What are your views about fraud risks in CRD?
- How do you exercise effective oversight of management's processes for identifying and responding to the risk of fraud in CRD and internal controls that management has established to mitigate these fraud risks?
- Has CRD entered into any significant unusual transactions?





### Areas of focus

### Areas

#### Why are we focusing here?

#### **Audit approach**

### Hartland landfill closure and post-closure liability

Risk of error

Landfill closure and post-closure liabilities are recognized in the financial statements including disclosure in the notes. This is a significant estimate for audit purposes as it is a material amount and involves multiple assumptions that impact the estimate of future costs.

- Closure and post-closure costs are a significant estimate recognized in CRD's financial statements. Measurement involves a number of inputs including capacity available and used, future costs, discount rates and inflation rates, among others.
- ✓ The last detailed assessment of costs by an external expert was performed in 2020.

  Management performs an analysis and updates significant assumptions in subsequent years, including 2022.
- ✓ We will assess the projections and inputs used by management to determine the closure and post-closure liabilities and verify the accuracy of liabilities recognized, including presentation, disclosures and reserves. This will be conducted in accordance with the requirements in CAS 540, Auditing Accounting Estimates and Related Disclosures



**Audit Quality** Highlights Audit Plan **Audit Risks** Key Milestones and Deliverables Appendices



## Areas of focus (continued)

#### **Areas**

#### Why are we focusing here?

#### **Audit approach**

#### Tangible capital assets

#### Risk of error

There are a number of material capital projects planned and in progress within the CRD. Such projects can be complex and involve significant capital asset expenditure or unique contractual arrangements which can impact the timing and value of recognition in the financial statements.

- ✓ We will review the Board meeting minutes and any related committees for new capital projects, including but not limited to those associated with the Regional Housing First Program (RHFP) and Hartland Biogas Upgrading Facility.
- ✓ We will obtain and review the relevant contracts and agreements for any new or ongoing material capital projects.
- √ We will test additions and disposals by agreeing to contract, progress statement or 3<sup>rd</sup> party invoice.
- √ We will test a sample of repairs and maintenance to assess if transactions have been appropriately expensed and do not represent items that should be capitalized.
- ✓ We will assess management's accounting and disclosures for any capital commitments that exist at year-end.
- ✓ We will verify the accuracy of amortization expense, and understand any changes to amortization policy or processes.





## Key milestones and deliverables





## Appendix 1: Other required communications



#### **Auditors' report**

#### **Engagement letter**

A copy of our draft auditors' report setting out the conclusion of our audit will be provided at the completion of the audit.

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter.



#### **Audit findings report**

#### **Management representation letter**

At the completion of the audit, we will provide our findings report to the Committee.

We will obtain from management certain representations at the completion of the audit. In accordance with professional standards, a copy of the representation letter will be provided to the Committee.



#### Independence

#### Internal control deficiencies

We are independent and have a robust and consistent system of quality control. We provide complete transparency on all services and follow the Committee's approved protocols. At the completion of our audit, we will re-confirm our independence to the Committee.

Control deficiencies, if any, identified during the audit will be communicated to management and the Committee.



## Appendix 2: Newly effective auditing standards

CAS 315 (Revised) Identifying and Assessing the Risks of Material Misstatement has been revised, reorganized and modernized in response to challenges and issues with the previous standard. It aims to promote consistency in application, improve scalability, reduce complexity, support a more robust risk assessment and incorporate enhanced guidance material to respond to the evolving environment, including in relation to information technology. Conforming and consequential amendments have been made to other International



Affects both preparers of financial statements and auditors

Applies to audits of financial statements for periods beginning on or after 15

December 2021

See here for more information from CPA Canada



#### We design and perform risk assessment procedures to obtain an understanding of the:

- entity and its environment;
- · applicable financial reporting framework; and
- entity's system of internal control.

### The audit evidence obtained from this understanding provides a basis for:

- identifying and assessing the risks of material misstatement, whether due to fraud or error; and
- the design of audit procedures that are responsive to the assessed risks of material misstatement.





#### Key change

#### Impact on the audit team

#### Impact on management

### Overall, a more robust risk identification and assessment process, including:

- New requirement to take into account how, and the degree to which, 'inherent risk factors' affect the susceptibility of relevant assertions to misstatement
- New concept of significant classes of transactions, account balances and disclosures and relevant assertions to help us to identify and assess the risks of material misstatement
- New requirement to separately assess inherent risk and control risk for each risk of material misstatement
- Revised definition of significant risk for those risks which are close to the upper end of the spectrum of inherent risk

When assessing inherent risk for identified risks of material misstatement, we consider the degree to which inherent risk factors (such as complexity, subjectivity, uncertainty, change, susceptibility to management bias) affect the susceptibility of assertions to misstatement.

We use the concept of the spectrum of inherent risk to assist us in making a judgement, based on the likelihood and magnitude of a possible misstatement, on a range from higher to lower, when assessing risks of material misstatement

The changes may affect our assessments of the risks of material misstatement and the design of our planned audit procedures to respond to identified risks of material misstatement.

If we do not plan to test the operating effectiveness of controls, the risk of material misstatement is the same as the assessment of inherent risk. If the effect of this consideration is that our assessment of the risks of material misstatement is higher, then our audit approach may increase the number of controls tested and/or the extent of that testing, and/or our substantive procedures will be designed to be responsive to the higher risk.

We may perform different audit procedures and request different information compared to previous audits, as part of a more focused response to the effects identified inherent risk factors have on the assessed risks of material misstatement.





#### Key change

#### Impact on the audit team

#### Impact on management

Overall, a more robust risk identification and assessment process, including evaluating whether the audit evidence obtained from risk assessment procedures provides an appropriate basis to identify and assess the risks of material misstatement

When making this evaluation, we consider all audit evidence obtained, whether corroborative or contradictory to management assertions. If we conclude the audit evidence obtained does not provide an appropriate basis, then we perform additional risk assessment procedures until audit evidence has been obtained to provide such a basis.

In certain circumstances, we may perform additional risk assessment procedures, which may include further inquires of management, analytical procedures, inspection and/or observation.

Overall, a more robust risk identification and assessment process, including performing a 'stand back' at the end of the risk assessment process

We evaluate whether our determination that certain material classes of transactions, account balances or disclosures have no identified risks of material misstatement remains appropriate. In certain circumstances, this evaluation may result in the identification of additional risks of material misstatement, which will require us to perform additional audit work to respond to these risks.





#### Key change

#### Impact on the audit team

#### Impact on management

Modernized to recognize the evolving environment, including in relation to IT

New requirement to understand the extent to which the business model integrates the use of IT.

When obtaining an understanding of the IT environment, including IT applications and supporting IT infrastructure, it has been clarified that we also understand the IT processes and personnel involved in those processes relevant to the audit.

Based on the identified controls we plan to evaluate, we are required to identify the:

- IT applications and other aspects of the IT environment relevant to those controls
- related risks arising from the use of IT and the entity's general IT controls that address them.

Examples of risks that may arise from the use of IT include unauthorized access or program changes, inappropriate data changes, risks from the use of external or internal service providers for certain aspects of the entity's IT environment or cybersecurity risks.

We will expand our risk assessment procedures and are likely to engage more extensively with your IT and other relevant personnel when obtaining an understanding of the entity's use of IT, the IT environment and potential risks arising from IT. This might require increased involvement of IT audit professionals.

Changes in the entity's use of IT and/or the IT environment may require increased audit effort to understand those changes and affect our assessment of the risks of material misstatement and audit response.

Risks arising from the use of IT and our evaluation of general IT controls may affect our control risk assessments, and decisions about whether we test the operating effectiveness of controls for the purpose of placing reliance on them or obtain more audit evidence from substantive procedures. They may also affect our strategy for testing information that is produced by, or involves, the entity's IT applications.

Enhanced requirements relating to exercising professional skepticism

New requirement to design and perform risk assessment procedures in a manner that is not biased toward obtaining audit evidence that may be corroborative or toward excluding audit evidence that may be contradictory. Strengthened documentation requirements to demonstrate the exercise of professional scepticism.

We may make changes to the nature, timing and extent of our risk assessment procedures, such as our inquires of management, the activities we observe or the accounting records we inspect.





#### Key change

### We will evaluate the design and implementation of controls that

Impact on the audit team

Clarification of which controls need to be identified for the purpose of evaluating the design and implementation of a control

address risks of material misstatement at the assertion level as follows:

- · Controls that address a significant risk.
- Controls over journal entries, including non-standard journal entries.
- Other controls we consider appropriate to evaluate to enable us to identify and assess risks of material misstatement and design our audit procedures

#### Impact on management

We may identify new or different controls that we plan to evaluate the design and implementation of, and possibly test the operating effectiveness to determine if we can place reliance on them.

We may also identify risks arising from IT relating to the controls we plan to evaluate, which may result in the identification of general IT controls that we also need to evaluate and possibly test whether they are operating effectively. This may require increased involvement of IT audit specialists.



## Appendix 3: Asset retirement obligations

Group Audit Plan

PS 3280 Asset Retirement Obligations ("PS 3280") is effective for CRD's fiscal year ending December 31, 2023. This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. This significant new accounting standard has implications that have the potential to go beyond financial reporting.

#### Financial reporting implications

A liability for asset retirement costs will be recorded with a corresponding increase in the cost of tangible capital assets in productive use, resulting in a decrease (increase) to the net financial assets (net debt) reported in the Statement of Financial Position.

Audit Plan

Asset retirement obligations associated with tangible capital assets that are not recognized or no longer in productive use are expensed.

Additional non-cash expenses for the amortization of tangible capital assets and accretion will be recognized annually.

The total cost of legally required retirement activities will be recognized earlier in a tangible capital asset's life. There is no change to the total cost recorded over an asset's life.

A rigorous process needs to be established to support updates to the ARO measurement on an annual basis post-initial implementation.

#### **Asset management implications**

The asset retirement date used to determine the asset retirement liability needs to be consistent with the useful life of the related tangible capital asset. As a result, public sector entities need to assess whether the useful lives of tangible capital assets continue to be accurate and consistent with asset management plans.

Many public sector entities are using the implementation of PS 3280 as an opportunity to develop or refine their asset management plans.

#### **Funding implications**

PS 3280 does not provide guidance on how the asset retirement liability should be funded. Many public sector entities currently fund retirement costs as they are incurred at the end of the asset's life. Public sector entities will need to assess whether this practice remains appropriate or if funding will be obtained over the life of the asset.

#### **Budget implications**

In addition to budgeting for costs associated with the initial implementation of PS 3280, public sector entities will need to consider if the non-cash accretion expense and additional amortization expense will be included in the annual budget.

Public sector entities operating under balanced budget legislation or similar guidelines will need to obtain guidance from the provincial government or governance bodies to determine the impact of PS 3280 on current requirements.

#### Capital planning implications

PS 3280 requires legal obligations associated with the retirement of tangible capital assets to be recorded when the assets are acquired, constructed, or developed. As a result, the cost of legally required retirement activities will need to be considered at the inception of a capital project to determine the financial viability and impact of the project.





# Appendix 4: Changes in accounting standards

Standard	Summary and implications
Revenue	<ul> <li>The new standard PS 3400 Revenue is effective for fiscal years beginning on or after April 1, 2023.</li> <li>The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement.</li> <li>The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.</li> <li>The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.</li> </ul>
Purchased Intangibles	<ul> <li>The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted.</li> <li>The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles.</li> <li>Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized.</li> <li>The guideline can be applied retroactively or prospectively.</li> </ul>
Public Private Partnerships	<ul> <li>The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023.</li> <li>The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership.</li> <li>The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends.</li> <li>The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.</li> <li>The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.</li> <li>The standard can be applied retroactively or prospectively.</li> </ul>





# Appendix 4: Changes in accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul> <li>The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted.</li> <li>The framework provides the core concepts and objectives underlying Canadian public sector accounting standards.</li> <li>The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.</li> </ul>
Financial Statement Presentation	• The proposed section PS 1202 Financial statement presentation will replace the current section PS 1201 Financial statement presentation. PS 1202 Financial statement presentation will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted.
	The proposed section includes the following:
	• Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.
	Separating liabilities into financial liabilities and non-financial liabilities.
	Restructuring the statement of financial position to present total assets followed by total liabilities.
	Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).
	<ul> <li>Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called "accumulated other".</li> </ul>
	A new provision whereby an entity can use an amended budget in certain circumstances.
	<ul> <li>Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.</li> </ul>
	The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.





## Appendix 4: Changes in accounting standards (continued)

#### **Standard**

#### **Summary and implications**

#### **Employee benefits**

- The Public Sector Accounting Board has initiated a review of sections PS 3250 Retirement benefits and PS 3255 Post-employment benefits, compensated absences and termination benefits.
- The intention is to use principles from International Public Sector Accounting Standard 39 *Employee benefits* as a starting point to develop the Canadian standard.
- Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.
- The proposed section PS 3251 Employee benefits will replace the current sections PS 3250 Retirement benefits and PS 3255 Post-employment benefits, compensated absences and termination benefits. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively.
- This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.
- The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.



## Appendix 5: Thought leadership and insights (continued)

### Thought leadership – Local government

#### The Future of Cities

The Future of Cities report unpacks our KPMG Global research and insights on the future of local government, providing an international viewpoint. The report traces the unprecedented journey ahead. Cities worldwide are now poised at a significant inflection point, as their leaders realize that longheld 'one-size-fits-all' approaches to planning and policies will likely no longer work to shape cities for a future that is truly healthy, sustainable, efficient and prosperous for all.

<u>Click here</u> to access KPMG's portal.

### The Future of Local Government

The Future of Local Government report provides a Canadian perspective for how local governments can meet the rapidly changing needs and expectations of their stakeholders – the citizens, partners and leaders across diverse cities and communities they serve.

<u>Click here</u> to access KPMG's portal.

#### The Future of Government

The Future of Government report considers all levels of government and provides additional perspective from the content in the Future of Local Government report. It discusses the opportunity for governments to consider a different vision of Canadian social systems and how they can adapt their operations to reflect the needs of a modern Canada.

<u>Click here</u> to access KPMG's portal.

#### **Cities Portal**

KPMG in Canada provides insights and resources for municipalities on a variety of topics including achieving sustainable infrastructure, the new reality for government in Canada, drinking water supply and park access. Click here to access KPMG's portal.



# Appendix 5: Thought leadership and insights (continued)

### Thought leadership - Boards, Audit Committees and C-Suite

### 2022 CEO Outlook – Canadian Insights

With a potential recession on the horizon, Canadian CEOs are preparing for some rocky roads ahead. However, they remain optimistic about the growth of their businesses and believe any turbulence will be mild and short lived.

These are among the core themes in the latest KPMG CEO Outlook survey and small and medium-sized business poll.

Click here to access KPMG's portal.

### Audit Committee Guide – Canadian Edition

The Audit Committee Guide –
Canadian Edition from our Board
Leadership Centre provides
timely, relevant and trusted
guidance to help both new and
seasoned audit committee
members stay informed.

Click here to access KPMG's portal.

#### **Board Leadership Centre**

KPMG in Canada Board
Leadership Centre engages with
directors, board members and
business leaders to discuss
timely and relevant boardroom
challenges and deliver practical
thought leadership on risk and
strategy, talent and technology,
globalization and regulatory
issues, financial reporting and
more.

<u>Click here</u> to access KPMG's portal.

### 20 Predictions for the Next 20 Years

This series looks at how new technologies could evolve and how these advances will change every facet of our lives, including the industries and sectors that drive them. We asked KPMG in Canada subject matter specialists, across industries and sectors, to tell us know they think the world will change in the next two decades. Specifically for local governments, the political and regulatory predictions may be especially relevant.

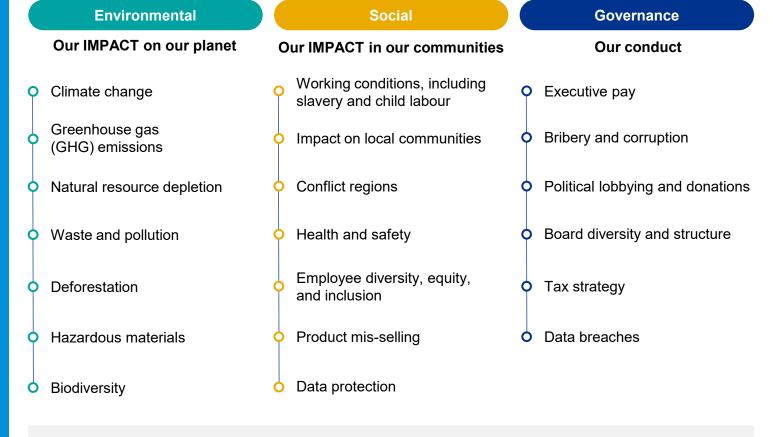
<u>Click here</u> to access KPMG's portal.



## Appendix 5: Thought leadership and insights (continued)

### What is ESG?

ESG is a framework to integrate environmental, social and governance risks and opportunities into an organization's strategy to build long term financial sustainability and create value. ESG includes a wide range of non-financial scoring categories, used by investors and other stakeholders to assess the impact of a company's products and business practices on sustainability and social causes.



ESG strategies can help entities deliver long-term value through effective engagement with all stakeholders – generating trust and a competitive advantage.



### Appendices

# Appendix 5: Thought leadership and insights (continued)

Why is ESG important? A changing regulatory environment compounded by heightened expectations from stakeholder groups from investors to employees to customers has made ESG a business imperative that cannot be ignored.



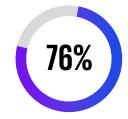
Rising C-suite, Board, and market attention on ESG

### Increased emphasis

on management of ESG-related policies and practices from **investors**, **employees**, **customers**, and **community at large**.



of CEOs surveyed said their response to the pandemic has caused their focus to shift to the **social** component of their ESG program.<sup>1</sup>



of CEOs want to lock-in the sustainability and climate change gains they have made during the pandemic.<sup>2</sup>



### Increased focus

by investors on ESG disclosures when making investment decisions.



Investors want companies to be transparent about their ESG policies and managements and Board to be held accountable.



We are prepared to use our proxy voting power to ensure companies are identifying material ESG issues and incorporating the implications into their long-term strategy."

**Cyrus Taraporevala**, State Street Advisors in letter to SSgA board



By 2030 Microsoft will be carbon negative, and by 2050 Microsoft will remove from the environment all the carbon the company has emitted either directly or by electrical consumption since it was founded in 1975."

Satya Nadella, Microsoft CEO



# Appendix 5: Thought leadership and insights (continued)

**ESG** on the board agenda

Highlights

01

## ESG and climate risk\* are linked to access to funding

An entity's climate resiliency and ESG management is impacting access to funding. Government grants, for example, will be increasingly tied to ESG initiatives and performance.

\*Climate risk is an element of ESG

02

# E&S and climate risk factors are impacting business models

Business models are being impacted by ESG and climate transition requirements in the face of higher operating risks and costs, e.g. capex planning for low carbon technologies and solutions.

03

### ESG is linked to the cost of capital

Developments such as BlackRock's communication to CEOs, S&Ps credit downgrade of several oil & gas companies, and rapid growth in ESG investment or divestment, has highlighted that climate is a near team financial and strategic risk for many companies. Cost of capital can be further impacted by ESG risk ratings from leading ratings agencies (S&P, Sustainalytics, MSCI).

04

### Talent expectations and attraction

Stakeholder expectations of Boards now include diversity in gender and ethnicity as well as expertise in ESG or climate areas, e.g. human rights and emissions.

Employees are increasingly seeking purpose from their work and looking to leadership and company values to reflect this. This compliments a high student demand for sustainability, diversity and inclusion.

05

# Regulatory requirements on ESG and climate risk disclosure

Failing to manage and disclose ESG and climate risks is beginning to carry litigation risk and link to executives' fiduciary duty. Both SEC and ISSB have proposed disclosure rules for climate risk and emissions. Now is the time for entities to address management and reporting gaps.

**Sources:** 10 Business Myths on Climate Change (2021) – <u>KPMG UK</u>; <sup>2</sup> ESG: The board's perspective (2021) – KPMG India







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KPMG member firms around the world have 227,000 professionals, in 145 countries.





### REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 04, 2023

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

#### **ISSUE SUMMARY**

A bi-monthly update on external grants activity for the period of September 20 through December 12, 2022.

#### **BACKGROUND**

This report summarizes activities and outcomes since the Capital Regional District (CRD) External Grants Update was last presented at the October 2022 Board meeting. This is the first External Grants Report Update for 2023 and will continue to be reported bi-monthly.

Staff have prepared a revised and streamlined External Grants Dashboard (Appendix A). This details 2022 grant applications submitted, and 2022 awards and declines, organized by Department.

Appendix B provides a summary of grant alerts for the 2022, highlighting grant trends throughout the year. In addition, it also details forthcoming grant alerts for 2023.

#### **IMPLICATIONS**

Financial Implications

#### **Grants / Contributions Awarded**

Two grants are under news embargo.

- 1. \$561,784 through Canada Community Revitalization Fund to Revitalize Centennial Park Plaza Project in the Village of Ganges on Salt Spring Island, BC.
- 2. \$109,000 through Canada Community Revitalization Fund to support the Elk Lake Fishing Dock Replacement and Enhancement of Accessibility Project.
- 3. \$63,100 through CMHC Seed Grant Funding to support the Campus View Redevelopment Project.
  - a. This was initially approved for \$54,500, and received an increase to \$63,100.
- 4. \$25,017 (total) through Canada Summer Jobs to support Summer Students at Panorama Recreation Aquatics (\$14,854) and Salt Spring Island Recreation (\$10,163).
- 5. \$25,000 through Federation of Canadian Municipalities' Green Municipal Fund Sustainable Affordable Housing Initiative to support CRHC's Targeting a Net Zero Energy Ready in a 104-unit Affordable Housing Redevelopment in Saanich, BC Project.

6. \$5,000 through BC's Restructure Implementation Grant to support the Conversion for Florence Lake Improvement District.

#### **Applications Submitted**

Nine CRD applications and one partnership project were submitted:

- \$500,000 through 2022/23 BC's Active Transportation Infrastructure Grants Program –
  Active Transportation Infrastructure Grant Stream to support the Mayne Island Regional
  Trail Phase 1 Development Project.
- 2. \$180,000 through Canada's Nature Fund Species at Risk Priority Places Environment and Climate Change Canada program to support the Species at Risk Assessment, Planning, and Habitat Restoration at Mill Hill Regional Park Project.
  - a. This is an Expression of Interest by invitation to extend an existing grant for up to three years. This EOI is additional funding to a \$65,000 grant received in 2022/2023 for the Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park Project.
- 3. \$81,900 through 2022/23 BC's Active Transportation Infrastructure Grants Program Active Transportation Infrastructure Grant Stream to support the SSI: Merchant Mews Pathway Project.
- 4. \$50,000 through Canadian Parks and Recreation Association's Reaching Each and Everyone: A Community Sport Intervention Program to support the Inclusive Recreation Project, Salt Spring Island.
- 5. \$25,000 through Federation of Canadian Municipalities' Green Municipal Fund Sustainable Affordable Housing Initiative to support CRHC's Targeting a Net Zero Energy Ready in a 104-unit Affordable Housing Redevelopment in Saanich, BC Project.
- 6. \$25,000 through Employment and Social Development Canada's New Horizons for Seniors Program Community-based Project stream to support Dinner Bay Seniors Fitness Circuit Project.
- 7. \$10,000 through Salt Spring Island Foundation to support the Salt Spring Island Multi-Space: Dance Studio Project.
- 8. \$10,000 through BC's Infrastructure Planning Grant Program to support the Mount Erskine Water System Infrastructure Condition Assessment.
- 9. \$5,000 through BC's Restructure Implementation Grant to support the Conversion for Florence Lake Improvement District.

#### Partnership Project Grant Applications (submitted and awarded):

- \$60,000 through MITACS Accelerate Fund to support the Molecular Profiling and Spatiotemporal Analysis of Volatile Organic Compounds at Wastewater Treatment Facility Project.
  - a. This is an internship position to conduct research at Wastewater Treatment Facility.
  - b. This is a Vancouver Island University-led grant, with the CRD contributing \$30,000 over the 1-2 year project.
  - c. The project focuses entirely on CRD infrastructure and results will be used to tune operations of odour control systems. Impacts of the facility to the surrounding neighborhoods will also be assessed.

#### **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 of the estimated total of \$462M in grant revenues.

As reported at the October 12 CRD Board meeting, the CRD is in the closure phase of the Core Area Wastewater Treatment Project. No further grant payments are expected. This will be the last inclusion of CAWTP in the corporate grant report. The project has been funded by a combination of requisition dollars, grant funding, and long-term debt.

Service Delivery Implications

#### **New Grant Opportunities**

Fifty-two grant calls (includes programs with multiple streams) were issued during the reporting period, and are summarized in the table below. Appendix B details relevant grant calls throughout 2022 and includes grant alerts for 2023.

Grant	Deadline	Information
Front End Engineering and Design Studies  – Energy Innovation Program – Natural Resources Canada	03-Oct-22	Funding for carbon capture, utilization and storage projects.
Adaptation Resilience and Disaster Mitigation Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program	11-Oct-22	Funding for infrastructure projects that increase structural/natural capacity to reduce/negate effects of flooding.
BC Active Transportation Infrastructure Grants Program – BC Ministry of Transportation	21-Oct-22	Funding through two streams to support active infrastructure: 1. Active Transportation Network Planning; 2. Infrastructure.

Grant	Deadline	Information
Volunteer and Composite Fire Department Training and Equipment – Community Emergency Preparedness – UBCM	21-Oct-22	Funding for training and purchase of new or replacement equipment.
Hosting BC – viaSport BC	28-Oct-22	Funding to grow participation in sports among under-represented groups and in under-represented areas of the province.
2022 Small Projects – Enabling Accessibility Fund – Employment and Social Development Canada	01-Nov-22	Funding to improve community and workplace accessibility.
New Horizons for Seniors Program – Employment and Social Development Canada	01-Nov-22	Funding for projects impacting seniors, including capital assistance.
Enhancement and Restoration Grant – Habitat Conservation Trust Foundation	04-Nov-22	Funding for projects focused on conservation and management of fish, wildlife and their habitats.
Reaching Each and Every One: A Community Sport Intervention – Canadian Parks and Recreation Association	10-Nov-22	Funding for support to community level projects to remove barriers and increase recreational sport access, participation and retention rates for equity-deserving groups.
Civil Forfeiture Grant – Province of BC	23-Nov-22	Funding for community-based projects for crime prevention, restorative justice, Indigenous healing, or gender-based violence.
Indigenous Cultural Safety and Cultural Humility Training – Community Emergency Preparedness – UBCM	25-Nov-22	Funding for cultural safety and humility training, adapting emergency management tools to be inclusive of Indigenous peoples, and support to Indigenous communities for emergency mitigation, preparedness, response and recovery.
DIVERSIFY – Capital and Innovation Program – Island Coastal Economic Trust	25-Nov-22	Funding through 6 streams to support strategic economic development initiatives: 1. Business and Industry; 2. Downtown Revitalization; 3. Strategic Tourism Infrastructure; 4. Destination Trails; 5. Innovation Infrastructure; 6. Innovation Support.

Grant	Deadline	Information
Multiculturalism and Anti-Racism Grants – Multiculturalism BC	25-Nov-22	Funding to support projects that seek to reduce systemic racism, hate incidents and build capacity in racialized communities.
Community Sport Development Fund – viaSport BC	29-Nov-22	Funding to support sports clubs/organizations to improve sport participation, reduce barriers and serve under-represented populations.
Community Wildfire Prevention Grant – Wawanesa Insurance	01-Dec-22	Funding for communities to increase their resilience to wildfires through risk reduction or prevention activities.
Regional Community to Community Forum – UBCM	02-Dec-22	Funding for events to increase understanding and improved relations between First Nations and Local Government.
Destination Development Fund – Ministry of Tourism and Immigration	07-Dec-22	One-time grants to support continued recovery and resiliency of the tourism sector post-pandemic through two streams: 1: Projects to build or rejuvenate tourism infrastructure, visitor amenities, tourist attractions; 2: Projects to improve destination competitiveness.
Connecting Communities – BC Connectivity Infrastructure (Canada/BC): First intake	15-Dec-22	First intake of funding to expand broadband connectivity infrastructure to underserved, remote and rural and Indigenous communities.
Healthy Canadians and Communities Fund  – Public Health Agency of Canada	21-Dec-22	Funding for interventions that address health inequities through three streams: 1. Creating supportive social environments for tobacco prevention and cessation; 2. Creating food environments that enable access to healthy foods to improve healthy eating; 3. Creating and/or promoting healthy built environments to increase physical activity.

Grant	Deadline	Information
Rural Economic Diversification and Infrastructure Program – Ministry of Employment, Business and Economic Development	04-Jan-23	Funding for rural economic development projects that promote economic capacity building, economic diversification, resilience, clean economy and infrastructure development through three streams: 1: Economic Capacity; 2: Economic Diversification; 3: Forest Impact Transition.  CRD is excluded but EAs may request an exemption.
Green Jobs – Science and Technology Internship Program – Natural Resources Canada	11-Jan-23	Funding for youth training placements to build knowledge and skills for future employment in the Natural Resources sectors.
Documentary Heritage Communities Program – Libraries and Archives Canada	12-Jan-23	Funding to commemorate local history and heritage.
Canada Summer Jobs – Employment and Social Development Canada	12-Jan-23	Funding for wage subsidies for employers to create summer work experiences for youth 15-30 years of age.
TD Friends of the Environment Foundation Grant – TD Bank	15-Jan-23	Funding for environmental initiatives with a primary focus on environmental education and green space programs.
BC Vision Zero Grant Program – BC Injury and Prevention Unit	16-Jan-23	Funding for projects that protect vulnerable road users from serious injury, disability or death.
Infrastructure Planning Grant Program – Ministry of Municipal Affairs	18-Jan-23	Funding for projects supporting the development of sustainable community infrastructure.
2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM	27-Jan-23	Capacity support for emergency support services including volunteer recruitment, training and purchase of equipment.
Wildfire Community Preparedness Day – FireSmart Canada	31-Jan-23	Funding to support Wildfire Community Preparedness Day May 6, 2023.
Connecting Communities BC – BC Connectivity Infrastructure (Canada/BC): Second intake	15-Feb-23	Second intake of connectivity funding program to expand broadband internet services to underserved rural, remote and Indigenous communities.

Grant	Deadline	Information
Disaster Risk Reduction – Climate Adaptation – Community Emergency Preparedness Fund – UBCM	24-Feb-23	Funding for disaster risk reduction and climate-related risks through three streams: 1. Foundational Activities; 2. Non-Structural Projects; 3. Small-scale Structural Projects.
Green and Inclusive Community Buildings – Infrastructure Canada	28-Feb-23	Funding through two streams to build and adapt community buildings to reduce GHG and improve climate change resilience: 1. Large retrofits and new buildings; 2 Small and medium retrofit projects.
2023 Emergency Operations Centres: Training and Equipment – Community Emergency Preparedness – UBCM	31-Mar-23	Funding for purchase of equipment and supplies to maintain/improve EOCs and training.
Broadband Fund – Canadian Radio and Television Commission – Government of Canada	18-Apr-23	Funding for transport projects, mobile wireless projects and projects requiring operational funding to increase satellite transport capacity.
2023 Public Notification and Evacuation Planning – Community Emergency Preparedness – UBCM	28-Apr-23	Funding for evacuation route planning and public notification, emergency support services and EOC training.
Community Anniversaries – Building Communities Through Arts and Heritage – Canadian Heritage	30-Apr-23	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality.
2023 Fire Smart Community Funding and Supports Program – Community Resiliency Investment – UBCM	31-Dec-23	Funding to increase community resiliency through FireSmart planning/activities to reduce wildfire risk.
2 Billion Trees Program – Government of Canada	Continuous through 2023	Funding for tree planting through three streams: 1. Mass Planting; 2. Small-Scale Planting; 3. Urban/Suburban.
Forest Enhancement Society of BC	Continuous through 2023	Funding support to reduce wildfire risk and increase community resilience.
Play Your Court Program – National Bank	Continuous through 2023	Funding to revitalize more than 100 tennis courts in communities across Canada.

Grant	Deadline	Information
Building Recommissioning Grant – Green Municipal Fund Community – Federation of Canadian Municipalities	Continuous	Funding to identify opportunities to reduce whole-building energy use by up to 5-15 percent (with higher savings possible), extend equipment life and reduce maintenance costs. Two types of projects are eligible for this grant – building recommissioning and building retro-commissioning.
Canada Cultural Spaces – Canadian Heritage	Continuous	Funding for improvement of physical conditions for heritage, culture and creative innovation.
Capital Projects: Signature Initiative – Green Municipal Fund – Federation of Canadian Municipalities	Continuous	Funding (combined loans and grants) to help Canadian cities and communities of all sizes implement bold environmental projects that reduce GHG emissions and protect the air, water or land.
Commemorate Canada – Canadian Heritage	Continuous	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.
Community Building Monitoring and Analysis Grant – Green Municipal Fund– Federation of Canadian Municipalities	Continuous	Funding to track energy use of existing community facilities over time, compare the energy performance of their buildings to similar buildings in other municipalities and identify opportunities to save energy. Funding is intended for community building owners who do not have a building monitoring and analysis system in place.
GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities	Continuous	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities.
McConnell Foundation Fund	Continuous	Funding for projects in three streams: 1. Climate; 2. Reconciliation; 3. Communities.
Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada	Continuous	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles.
Planning Stream Early Support for Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities	Continuous	Funds for deliverables required in applications for additional funding of energy efficient affordable housing.

Grant	Deadline	Information
Regional Innovation Ecosystems – Pacific Economic Development Canada	Continuous	Funding to create, grow and nurture inclusive ecosystems that support business needs.
Smart Renewables and Electrification Pathways Program – Natural Resources Canada	Continuous	Four funding streams: 1 Established Renewables; 2 Emerging Technologies; 3 Grid Modernization (the only eligible Applicants are Utilities and System Operators); 4 Strategic Dialogue Linked Projects.
Stormwater Quality, Community Project – Green Municipal Fund Capital Project – Federation of Canadian Municipalities	Continuous	Funding for capital projects that allow a community to remove 60% of total suspended solids or a significant amount of other contaminants (e.g., E.coli, salt, grease) from its stormwater runoff.
Zero Emission Transit Fund – Infrastructure Canada	Continuous	Funding through two components to support public transit and school bus operators to electrify their fleets: 1. Planning projects; 2. Capital projects.

### **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 and Grants Alerts. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bimonthly 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:	Shawn Carby, Acting Chief Administrative Officer

### ATTACHMENT(S)

Appendix A: 2022 External Grants Dashboard

Appendix B: 2022-2023 Grant Alerts



## APPENDIX A 2022 EXTERNAL GRANTS DASHBOARD

(Updated as of 12-Dec-22)

		X
Approved	Pending	Declined / Withdrawn
27	19	6
\$10,834,290	\$33,424,839	\$36,977,420



# 2022 Approved Grants

Department Grant Program		Project	Amount (\$)	Year Submitted
	Rural and Northern Communities – Investing in Canada Infrastructure Program	SSI: Maliview Wastewater Treatment Plant Upgrade	1,989,000	2020
Executive Services	Canada Community Revitalization Fund – Pacific Economic Development Agency of Canada	SSI: Revitalization of Centennial Park in Ganges Village	561,784	2021
Executive Services	2021-22 Salt Spring Island Transit Annual Operating Agreement – SSI Paratransit System funding through Safe Restart	Salt Spring Island Paratransit System (Total 295K)	70,514	2022
	ICBC Road Improvement Program	Salt Spring Island Speed Reader Boards	21,200	2022



Department Grant Program		Project	Amount (\$)	Year Submitted
	Canada Summer Jobs – Employment and Social Development Canada	Panorama Recreation – Aquatics	14,854	2022
Executive Services (con't)	Canada Summer Jobs – Employment and Social Development Canada	Salt Spring Island Recreation	10,163	2022
Integrated Water Services	Accelerate Fund - MITACS	MITACS Accelerate Fund to support the Molecular Profiling and Spatiotemporal Analysis of Volatile Organic Compounds at Wastewater Treatment Facility Project (VIU-led grant)	60,000	2022
	Restructure Implementation Grant	Conversion for Florence Lake Improvement District	5,000	2021
	Zero Emissions Vehicle Incentive Program – Natural Resources Canada	Capital Region Electric Vehicle Charging Initiative (Total grant awarded 457K, CRD portion is 315K)	315,000	2021
	Zero Emission Vehicle Awareness Initiative – Natural Resources Canada	Capital Region E-Mobility Awareness Initiative	224,000	2021
Parks & Environmental Services	2022 Extreme Heat Risk Mapping, Assessment, and Planning – Community Emergency Preparedness Fund – UBCM	Capital Regional Extreme Heat Vulnerability Mapping Dashboard	150,000	2022
	Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres	148,400	2021

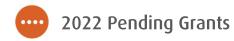


Department Grant Program		Project	Amount (\$)	Year Submitted
	Local Government Climate Action Program – Ministry of Environment and Climate Change	Climate Action Initiatives	126,082	2022-24
	Canada Community Revitalization Fund – Pacific Economic Development Agency of Canada	Elk Lake Fishing Dock Replacement and Enhancement of Accessibility Project	109,000	2021
	Early Learning and Child Care Program – Enabling Accessibility Fund	Owl's Nest Preschool Inclusive Outdoor Space Project	70,000	2022
Parks & Environmental Services (con't)	Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets – Natural Resources Canada	Eight Level Two Electric Vehicle Chargers	40,000	2020
	Implementation Offer Program – BC Hydro	Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project	35,000	2022
	Grant Program for Specialized Equipment and Training for Police and Related Agencies – Civil Forfeiture Office	CRD Regional Parks Compliance and Enforcement Program	8,080	2021
	Asset Management Planning Program – UBCM	SEAPARC's Leisure Complex Facility Condition Assessment	6,450	2022
Planning and Protective Services	Reaching Home: Canada's Homelessness Strategy – Employment and Social Development Canada	CRD Reaching Home Program – Designated Communities stream (total 2022-2024, includes incremental funding increase).	6,422,052	2022-24
	2022 FireSmart Community Funding & Supports – Community Resiliency Investment Program – UBCM	Capital Region FireSmart Program Establishment Project	282,444	2021



Department	Grant Program	Project	Amount (\$)	Year Submitted
	CMHC Seed Grant Funding	Campus View Redevelopment Project	63,100	2021
	Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities	Targeting a Net Zero Energy Ready in a 104-unit Affordable Housing Redevelopment in Saanich, BC Project	25,000	2021
Planning and Protective Services	2021 Evacuation Route Planning Stream – Community Emergency Preparedness Fund – UBCM	Capital Regional District Evacuation Route Planning	25,000	2021
(con't)	2022 Emergency Operations Centre and Training Grant Stream – Community Emergency Preparedness Fund – UBCM	CRD EOC Upgrade Project	24,665	2022
	2022 Emergency Support Services – Community Emergency Preparedness Fund – UBCM	ESS Modernization Project	22,502	2022
	2022 Community Connectedness Stream – PlanH Healthy Communities Grant	Building Community Connections with Equity-Seeking Groups Currently Underrepresented in Active Transportation project	5,000	2022
Total			10,834,290	)





Department	Grant Program	Project	Amount (\$)	Year Submitted
	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SSI: Cedars of Tuam – New Well and Water Treatment Plant	1,143,948	2022
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	Salt Spring Island Composting Project	168,462	2021
	Community Grants – Salt Spring Island Foundation	SSI: Mount Maxwell Park Land Acquisition	100,000	2022
Executive Services	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	SSI: Merchant Mews Pathway Project	81,900	2022
	Reaching Each and Everyone: A Community Sport Intervention Program – Canadian Parks and Recreation Association	SSI: Inclusive Recreation Project	50,000	2022
	Infrastructure Planning Grant Program	SSI: Mount Erskine Water System Infrastructure Condition Assessment	10,000	2022
	Community Grants – Salt Spring Island Foundation	Salt Spring Island Multi-space Dance Project	10,000	2022
Integrated Water Services	Strategic Priorities Fund – Canada Community Building Fund	Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement	6,000,000	2022



Department	Grant Program	Project	Amount (\$)	Year Submitted
Integrated Water Services (con't)	Environmental Quality – Green Infrastructure Stream – CleanBC Communities Fund – Investing in Canada Infrastructure Program	JDF: Anderson Cove Water Main Extension Project	1,766,905	2022
	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SGI: Skana Water System Storage Tank Replacement	535,272	2022
	Climate Change Mitigation Sub-Stream – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network project	6,403,671	2022
	Strategic Priorities Fund – Canada Community Building Fund	Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC	5,999,999	2022
Parks & Environmental Services	Active Transportation Fund –Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (Submitted by Ministry of Transportation and Infrastructure, in partnership with Regional Parks).	5,848,328	2022
	Strategic Priorities Fund Canada Community Building Fund	Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC	4,376,354	2022
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Mayne Island Regional Trail Phase 1 Development Project	500,000	2022
	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000	2020



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Community-Nominated Priority Places Species at Risk – Environment and Climate Change Canada (Expression of Interest)	Species at Risk Assessment, Planning, and Habitat Restoration at Mill Hill Regional Park	180,000	2022
Parks & Environmental Services (con't)	New Horizons for Seniors – Employment and Social Development Canada	Community Garden Improvements at the Greenglade Community Centre	25,000	2020
	New Horizons for Seniors – Employment and Social Development Canada	Dinner Bay Seniors Circuit Project	25,000	2022
Tota			33,424,839	



# 2022 Declined / Withdrawn Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
	Canada Summer Jobs – Employment and Social Development Canada	Panorama Recreation – Camps (Declined)	35,796	2022
Executive Services	Canada Summer Jobs – Employment and Social Development Canada	SEAPARC (Declined)	28,576	2022
	Canada Summer Jobs – Employment and Social Development Canada	Regional Parks (Declined)	3,648	2022
Integrated Water Services	Large-scale stream – Disaster Mitigation and Adaptation Fund – Infrastructure Canada	CRD – Regional Water System Upgrades Project (Declined)	36,900,000	2021
	Scotts' Gro for Good – Scotts Canada	Greenglade Community Garden Enhancement Project (Declined)	2,500	2022
Parks & Environmental Services	Sustainability Scholars Program – University of British Columbia	Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD (Withdrawn)	6,900	2022
Total			36,977,420	



## APPENDIX B 2022-2023 GRANT ALERTS

DEADLINE	PROGRAM	DESCRIPTION
10-Jan-22	CleanBC Building Innovation Fund – Ministry of Environment and Climate Change Strategy [LINK]	Funding through five streams to support building sector innovation projects: 1.  Material, Component and System Manufacturing 2. Digital Technology Solutions 3.  Demonstration Projects 4. Open Call for Innovations 5. Information Sharing and Market Transformation.
25-Jan-22	Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding to organizations who employ youth (ages 15-30) for summer work.
25-Jan-22	Habitat Stewardship Program for Species at Risk – Environment and Natural Resources Canada [LINK]	Funding for habitat projects for species at risk.
31-Jan-22	Reopening Fund – Celebration and Commemoration Program – Canadian Heritage [LINK]	Funding for commemorative / celebratory events and educational/awareness materials to support local economics impacted by COVID-19.
31-Jan-22	Wildfire Community Preparedness Day -22 – FireSmart Canada [LINK]	Funding to support an annual event to prepare for Wildfires.
03-Feb-22	Young Canada Works – Young Canada Works in Both Official Languages – Canadian Heritage [LINK]	Funding for wage subsidies for summer students: 1. Young Canada Works in Heritage Organizations; 2. Young Canada Works in Both Official Languages.



DEADLINE	PROGRAM	DESCRIPTION
14-Feb-22	Early Learning and Child Care Small Projects Component – Enabling Accessibility Fund [LINK]	Funding to improve accessibility and safety in regulated/licensed ELCC Centres.
23-Feb-22	Environmental Quality Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program [LINK]	Third intake to provide infrastructure funding to support stormwater, wastewater, potable water, solid waste, and remediation projects.
25-Feb-22	Emergency Operations Centres & Training – Community Emergency Preparedness Fund – UBCM [LINK]	Funding for supplies, equipment, and capacity for Emergency Operations Centres.
28-Feb-22	Scotts' Gro for Good – Communities in Bloom Program [LINK]	Funding for projects that create or maintain a garden with a beneficial purpose.
11-Mar-22	Family Violence Initiative Fund – RCMP [LINK]	Funding to organizations with a related mandate to support response to family violence.
11-Mar -22	Jumpstart Community Development Grants – Canadian Tire [LINK]	Funding for sport / recreational projects through two streams: 1. Operational stream and 2. Programming stream.
22-Mar-22	Micro-Grants – Canada Service Corps [LINK]	Funding through four streams to support youth-related projects: 1. Service Placements – National; 2. Service Placements – Regional; 3. Micro-Grants and 4. Micro-Grants Diversity.



DEADLINE	PROGRAM	DESCRIPTION
25-Mar-22	Expressions of Interest – Low Carbon Economy Challenge – Environment and Natural Resources Canada [LINK]	Funding for projects that reduce Greenhouse Gas Emissions towards Canada's 2030 target.
31-Mar-22	Active Transportation Fund – Infrastructure Canada [LINK]	Funding through two streams to support active transportation planning and stakeholder engagement projects as well as new or enhancing active transportation infrastructure: 1. Planning and Design Projects and 2. Capital Projects.
01-Apr-22	Professional Arts Festivals and Performing Arts Series Presenters – Canada Arts Presentation Fund, Culture, History and Sport Canada [LINK]	Funding to support existing professional arts festivals and performing art series presenters.
07-Apr-22	Capital Projects Stream – Rural Transit Solutions Fund, Infrastructure Canada [LINK]	Funding to support delivery of rural transit solutions.
08-Apr-22	2022/2023 Community to Community Forum – UBCM [LINK]	Funding to host a Regional Community to Community Forum.
13-Apr-22	Community Investment Program – Canada Internet Registration Authority [LINK]	Funding to support community internet projects.
14-Apr-22	Community Grants Program – Victoria Foundation [LINK]	Funding to support projects that benefit community well-being in the Capital Region.



DEADLINE	PROGRAM	DESCRIPTION
20-Apr-22	Environmental Damages Fund – Environment and Natural Resources Canada [LINK]	Funding from fines to support projects for restoration, environmental quality improvement, research/development, and education/awareness.
22-Apr-22	2022 Strengthening Communities' Services – UBCM [LINK]	Part of Safe Restart Funding to provide support to unsheltered homeless populations and address community impacts.
29-Арг-22	AgriSpirit Fund – Farm Credit Canada [LINK]	Funding to capital and sustainability projects where the city or town's population is less than 150,000.
29-Apr-22	Emissions Performance – CleanBC Industry Fund – Ministry of Environmental Protection and Sustainability [LINK]	Funding through three streams to reduce GHG emissions in industries: 1. Emissions Performance; 2. Innovation Accelerator; 3. Project Feasibility Studies.
29-Apr-22	Heritage Legacy Fund – Heritage Awareness Program – Heritage BC [LINK]	Funding through four streams to support heritage resources projects: 1. Heritage Conservation Program; 2. Heritage Awareness Program; 3. Heritage Planning Program and 4. Indigenous Partnership Program.
30-Apr-22	Community Anniversaries – Building Communities Through Arts and Heritage – Culture, History and Sport Canada [LINK]	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th/175th, etc.) anniversary of a significant historical event/ personality.
06-May-22	Asset Management Planning – UBCM [LINK]	Funding to support asset management development (planning/training/resources, etc.).



DEADLINE	PROGRAM	DESCRIPTION
09-May-22	Tourism Events Program – Destination BC [LINK]	Funding to support marketing costs for projects that help increase tourism in BC.
13-May-22	Go Electric Public Charger Program – CleanBC – Ministry of Energy Mines and Low Carbon Innovation [LINK]	Funding through rebates for public Direct Current Fast Chargers.
25-May-22	CleanBC Communities Fund – Green Infrastructure – Investing in Canada Infrastructure Program-British Columbia [LINK]	Third intake to fund renewable energy, clean energy transportation, energy efficiency, and clean energy infrastructure projects.
27-May-22	Innovation Accelerator – CleanBC Industry Fund – Ministry of Environmental Protection and Sustainability [LINK]	Funding through three streams to reduce GHG emissions in industries: 1. Emissions Performance; 2. Innovation Accelerator; 3. Project Feasibility Studies.
31-May-22	Organics Infrastructure Program: Second Intake – Low Carbon Leadership Fund, Canada – Ministry of Environmental Protection and Sustainability [LINK]	Funding to projects that divert organic waste from landfills and increase capacity for organic processing in BC.
01-Jun-22	2022 PlanH Healthy Communities Grant Program [LINK]	Funding through two streams to help advance polices, programs and strategies that improve heath equity: 1. Community Connectedness and 2. Healthy Public Policy.
03-Jun-22	Project Feasibility Studies – CleanBC Industry Fund– Ministry of Environmental Protection and Sustainability [LINK]	Funding through three streams to reduce GHG emissions in industries: 1. Emissions Performance; 2. Innovation Accelerator; 3. Project Feasibility Studies.



DEADLINE	PROGRAM	DESCRIPTION
03-Jun-22	Ghost Gear Fund – Fisheries and Oceans Canada [LINK]	Funding to projects that prevent / mitigate the risk of ghost fishing and encourage sustainable fishing practices to reduce plastic in oceans.
06-Jun-22	Canadian Women in Local Leadership (CanWILL): Second Intake – Federation of Canadian Municipalities [LINK]	Funding through FCM for social inclusion capacity initiatives to support women for municipal leadership positions.
10-Jun-22	Extreme Heat Risk Mapping, Assessment, and Planning – Community Emergency Preparedness Fund – UBCM [LINK]	Funding to help develop assessments and response plans and strategies to adapt to risks associated with extreme heat.
24-Jun-22	2022/2023 Community Wellness Grant Program – Island Health [LINK]	Funding to support collaborative community-led initiatives for upstream wellness intervention projects.
24-Jun-22	Age-friendly Communities Grants – Public Health Agency of Canada [LINK]	Funding through two streams to support building age-friendly communities: 1. Projects; 2. Planning.
30-Jun-22	Strategic Priorities Fund – Canada Community Building Fund – UBCM [LINK]	Funding for large and regional infrastructure and capacity building projects that support objectives of the Canada Community-Building Fund.
05-Jul-22	Rail Safety Improvement Program – Infrastructure, Technology and Research – Transport Canada [LINK]	Funding to support projects that improve public safety at rail property and rail lines.



DEADLINE	PROGRAM	DESCRIPTION
13-Jul-22	Infrastructure Planning Grant – BC Ministry of Municipal Affairs [LINK]	Funding for local governments to develop/improve long-term plans.
15-Jul-22	Local Food Infrastructure Fund – Agriculture Canada [LINK]	Funding for infrastructure that helps create or expand a food system.
22-Jul-22 (Postponed)	Disaster Mitigation and Adaptation Fund – Infrastructure Canada [LINK]	Funding to infrastructure projects to mitigate climate-related risks and disasters.
22-Jul-22	Opportunities Fund for Persons with Disabilities; National or Regional Component – Employment and Social Development Canada [LINK]	Funding to support individuals and employers with disability inclusion and accessibility in employment.
22-Jul-22	Age Well at Home Initiative – Employment and Social Development Canada [LINK]	Funding through two streams to enable seniors to age in place: 1. Scaling up for Seniors and 2. In home support Pilot.
01-Aug-22	2022/2023 Community to Community Forum – UBCM [LINK]	Funding to host a Regional Community to Community Forum.
02-Sep-22	2022 Asset Management Planning – UBCM [LINK]	Funding to support asset management development (planning/training/resources etc.).



DEADLINE	PROGRAM	DESCRIPTION
27-Sep-22	Small Projects Stream – National Infrastructure Fund [LINK]	Funding for increased use and uptake of natural and hybrid infrastructure and community awareness activities.
30-Sep-22	ChildCare BC New Spaces Fund – BC Ministry of Children and Families [LINK]	Funding to create licensed childcare spaces in BC.
30-Sep-22	Disaster Risk Reduction-Climate Adaptation Fund – Community Emergency Preparedness Fund – UBCM [LINK]	Funding to support risk reduction from future disasters due to natural hazards and climate-related risks.
03-0ct-22	Front End Engineering and Design Studies – Energy Innovation Program – Natural Resources Canada [LINK]	Funding for carbon capture, utilization and storage projects.
11-0ct-22	Adaptation Resilience and Disaster Mitigation Program Stream – Green Infrastructure – Canada-British Columbia Investing in Canada Infrastructure Program [LINK]	Funding for infrastructure projects that increase structural/natural capacity to reduce/negate effects of flooding.
21-0ct-22	BC Active Transportation Infrastructure Grants Program – BC Ministry of Transportation [LINK]	Funding through two streams to support active infrastructure: 1. Active Transportation Network Planning; 2. Infrastructure.
21-0ct-22	Volunteer and Composite Fire Department Training and Equipment – Community Emergency Preparedness – UBCM [LINK]	Funding for training and purchase of new or replacement equipment.



DEADLINE	PROGRAM	DESCRIPTION
28-0ct-22	Hosting BC – via Sport BC [LINK]	Funding to grow participation in sports among under-represented groups and in under-represented areas of the province.
01-Nov-22	2022 Small Projects – Enabling Accessibility Fund – Employment and Social Development Canada [LINK]	Grants up to \$100K to improve community and workplace accessibility.
01-Nov-22	New Horizons for Seniors Program – Employment and Social Development Canada [LINK]	Funding for projects impacting seniors, including capital assistance.
04-Nov-22	Enhancement and Restoration Grant – Habitat Conservation Trust Foundation [LINK]	Funding for projects focused on conservation and management of fish, wildlife and their habitats.
10-Nov-22	Reaching Each and Every One: A Community Sport Intervention – Canadian Parks and Recreation Association [LINK]	Funding to support community-level projects to remove barriers and increase recreational sport access, participation and retention rates for equity-deserving groups.
23-Nov-22	Civil Forfeiture Grant – Province of BC [LINK]	Funding for community-based projects using the proceeds from the civil forfeiture process for crime prevention, restorative justice, Indigenous healing, or gender-based violence.
25-Nov-22	Indigenous Cultural Safety and Cultural Humility Training – Community Emergency Preparedness – UBCM [LINK]	Funding for cultural safety and humility training, adapting emergency management tools to be inclusive of Indigenous peoples, and support to Indigenous communities for emergency mitigation, preparedness, response and recovery.



DEADLINE	PROGRAM	DESCRIPTION
25-Nov-22	DIVERSIFY – Capital and Innovation Program – Island Coastal Economic Trust [LINK]	Funding through 6 streams to support strategic economic development initiatives: 1. Business and Industry; 2. Downtown Revitalization; 3. Strategic Tourism Infrastructure; 4. Destination Trails; 5. Innovation Infrastructure; 6. Innovation Support.
25-Nov-22	Multiculturalism and Anti-Racism Grants – Multiculturalism BC [LINK]	Funding to support projects that seek to reduce systemic racism, hate incidents and build capacity in racialized communities.
29-Nov-22	Community Sport Development Fund – viaSport BC [LINK]	Funding to support sports clubs/organizations to improve sport participation, reduce barriers and serve under-represented populations.
01-Dec-22	Community Wildfire Prevention Grant – Wawanesa Insurance [LINK]	Funding for communities to increase their resilience to wildfires through risk reduction or prevention activities.
02-Dec-22	Regional Community to Community Forum – UBCM [LINK]	Funding for events to increase understanding and improved relations between First Nations and Local Governments.
07-Dec-22	Destination Development Fund – Ministry of Tourism and Immigration [LINK]	One-time grants to support continued recovery and resiliency of the tourism sector post-pandemic through two streams: Stream 1: Projects to build or rejuvenate tourism infrastructure, visitor amenities, tourist attractions; Stream 2: Projects to improve destination competitiveness.
15-Dec-22	Connecting Communities – BC Connectivity Infrastructure (Canada/BC): First intake [LINK]	First Intake of funding to expand broadband connectivity infrastructure to underserved, remote and rural Indigenous communities.



DEADLINE	PROGRAM	DESCRIPTION
21-Dec-22	Healthy Canadians and Communities Fund – Public Health Agency of Canada [LINK]	Funding for interventions that address health inequities through three streams: 1. Creating supportive social environments for tobacco prevention and cessation; 2. Creating food environments that enable access to healthy foods to improve healthy eating; 3. Creating and or promoting healthy built environments to increase physical activity.
04-Jan-23	Rural Economic Diversification and Infrastructure Program – Ministry of Employment, Business and Economic Development [LINK]	Funding for rural economic development projects that promote economic capacity building, economic diversification, resilience, clean economy and infrastructure development through three streams: 1: Economic Capacity; 2: Economic Diversification; 3: Forest Impact Transition.  CRD is excluded but EAs may request a exemption.
11-Jan-23	Green Jobs – Science and Technology Internship Program – Natural Resources Canada [LINK]	Funding for youth training placements to build knowledge and skills for future employment in the Natural Resources sectors.
12-Jan-23	Documentary Heritage Communities Program – Libraries and Archives Canada [LINK]	Funding to commemorate local history and heritage.
12-Jan-23	Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding for wage subsidies for employers to create summer work experiences for youth 15-30 years of age.
15-Jan-23	TD Friends of the Environment Foundation Grant – TD Bank [LINK]	Funding for environmental initiatives with a primary focus on environmental education and green space programs.



DEADLINE	PROGRAM	DESCRIPTION
16 Jan-23	BC Vision Zero Grant Program – BC Injury and Prevention Unit [LINK]	Funding for projects that protect vulnerable road users from serious injury, disability or death.
18-Jan-23	Infrastructure Planning Grant Program – Ministry of Municipal Affairs [LINK]	Funding for projects supporting the development of sustainable community infrastructure.
27-Jan-23	2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM [LINK]	Capacity support for emergency support services including volunteer recruitment, training and purchase of equipment.
31-Jan-23	Wildfire Community Preparedness Day – FireSmart Canada [LINK]	Funding to support Wildfire Community Preparedness Day May 6, 2023.
15-Feb-23	Connecting Communities BC – BC Connectivity Infrastructure (Canada/BC): Second intake [LINK]	Second intake of connectivity funding program to expand broadband internet services to underserved rural, remote and Indigenous communities.
24-Feb-23	Disaster Risk Reduction – Climate Adaptation – Community Emergency Preparedness Fund – UBCM [LINK]	Funding for disaster risk reduction and climate-related risks through three streams:  1. Foundational Activities; 2. Non-Structural Projects; 3. Small-scale Structural Projects.
28-Feb-23	Green and Inclusive Community Buildings – Infrastructure Canada [LINK]	Funding through two streams to build and adapt community buildings to reduce GHG and improve climate change resilience: 1. Large retrofits and new buildings; 2 Small and medium retrofit projects.



DEADLINE	PROGRAM	DESCRIPTION
31-Mar-23	2023 Emergency Operations Centres: Training and Equipment – Community Emergency Preparedness – UBCM [LINK]	Funding for purchase of equipment and supplies to maintain/improve EOCs and training.
18-Арг-23	Broadband Fund – Canadian Radio and Television Commission – Government of Canada [LINK]	Funding for transport projects, mobile wireless projects and projects requiring operational funding to increase satellite transport capacity.
28-Арг-23	2023 Public Notification and Evacuation Planning – Community Emergency Preparedness – UBCM [LINK]	Funding for evacuation route planning and public notification, emergency support services and EOC training.
30-Арг-23	Community Anniversaries – Building Communities Through Arts and Heritage – Canadian Heritage [LINK]	Provides funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality.
31-Dec-23	2023 Fire Smart Community Funding and Supports Program – Community Resiliency Investment – UBCM [LINK]	Funding to increase community resiliency through FireSmart planning/activities to reduce wildfire risk.
Continuous through 2023	2 Billion Trees Program – Government of Canada [LINK]	Funding for tree planting through three streams: 1. Mass Planting; 2. Small-Scale Planting; 3. Urban/Suburban.
Continuous through 2023	Forest Enhancement Society of BC [LINK]	Funding support to reduce wildfire risk and increase community resilience.



DEADLINE	PROGRAM	DESCRIPTION
Continuous through 2023	Play Your Court Program – National Bank of Canada [LINK]	Funding to revitalize more than 100 tennis courts in communities across Canada.
Continuous	Building Recommissioning Grant – Green Municipal Fund Community – Federation of Canadian Municipalities [LINK]	Funding to identify opportunities to reduce whole-building energy use by up to 5-15 percent (with higher savings possible), extend equipment life and reduce maintenance costs. Two types of projects are eligible for this grant – building recommissioning and building retro-commissioning.
Continuous	Canada Cultural Spaces – Canadian Heritage [LINK]	Funding for improvement of physical conditions for heritage, culture and creative innovation.
Continuous	Capital Projects: Signature Initiative – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding (combined loans and grants) to help Canadian cities and communities of all sizes implement bold environmental projects that reduce GHG emissions and protect the air, water or land.
Continuous	Commemorate Canada – Canadian Heritage [LINK]	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.
Continuous	Community Building Monitoring and Analysis Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to track energy use of existing community facilities over time, compare the energy performance of their buildings to similar buildings in other municipalities and identify opportunities to save energy. Funding is intended for community building owners who do not have a building monitoring and analysis system in place.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities.
Continuous	McConnell Foundation Fund [LINK]	Funding to support projects through three streams 1. Climate; 2. Reconciliation; 3. Communities.
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada [LINK]	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles.
Continuous	Planning Stream Early Support for Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funds for deliverables required in applications for additional funding of energy efficient affordable housing.
Continuous	Regional Innovation Ecosystems – Pacific Economic Development Canada [LINK]	Funding to create, grow and nurture inclusive ecosystems that support business needs.
Continuous	Smart Renewables and Electrification Pathways Program – Natural Resources Canada [LINK]	Four funding streams: 1 Established Renewables; 2 Emerging Technologies; 3 Grid Modernization (the only eligible Applicants are Utilities and System Operators) 4 Strategic Dialogue Linked Projects.
Continuous	Stormwater Quality, Community Project – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding for capital projects that allow a community to remove 60% of total suspended solids or a significant amount of other contaminants (e.g. E.coli, salt, grease) from its stormwater runoff.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	Zero Emission Transit Fund – Infrastructure Canada [LINK]	Funding through two components to support public transit and school bus operators to electrify their fleets: 1. Planning projects; 2. Capital projects.



Board and Committee Membership

## Capital Regional District | 2023

# **Capital Regional District Board**

Chair: Director Plant Vice-Chair: Director Tait

# Capital Regional Hospital District Board

Chair: Director Murdoch

Acting Chair: Director McNeil-Smith

# **Capital Region Housing Corporation Board**

Chair: Director de Vries Vice-Chair: Director Tait

### **Board of Directors**

Participant	Director	Alternate Director
Central Saanich	R. Windsor	S. Riddell
Colwood	D. Kobayashi	I. Ward
Esquimalt	B. Desjardins	K. Armour
Highlands	K. Williams	K. Roessingh
JDF EA	A. Wickheim	J. Grant
Langford	S. Goodmanson	C. Harder, M. Wagner
Langford	L. Szpak	C. Harder, M. Wagner
Metchosin	M. Little	S. Gray
North Saanich	P. Jones	C. Stock
Oak Bay	K. Murdoch	H. Braithwaite
Saanich	S. Brice	M. Westhaver/ N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	J. Brownoff	T. Phelps Bondaroff / M. Westhaver / N. Chambers / K. Harper
Saanich	Z. de Vries	K. Harper / T. Phelps Bondaroff / M. Westhaver / N. Chambers
Saanich	D. Murdock	M. Westhaver / N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	C. Plant	N. Chambers / K. Harper / T. Phelps Bondaroff / M. Westhaver
SGI EA	P. Brent	R. Fenton
Sidney	C. McNeil-Smith	C. Rintoul
Sooke	M. Tait	J. Bateman
SSI EA	G. Holman	M. Richardson
Victoria	M. Alto	S. Hammond / M. Gardiner/ S. Kim / M. Dell / K. Loughton
Victoria	J. Caradonna	S. Hammond / M. Gardiner/ S. Kim / M. Dell / K. Loughton
Victoria	C. Coleman	S. Hammond / M. Gardiner/ S. Kim / M. Dell / K. Loughton
Victoria	D. Thompson	S. Hammond / M. Gardiner/ S. Kim / M. Dell / K. Loughton
View Royal	S. Tobias	J. Rogers



Board and Committee Membership



## Capital Regional District | 2023

# **Standing Committees**

### Core Area Liquid Waste Management

Membership consists of all 15 Board members from the seven municipal participants in the Core Area Liquid Waste Management Plan.

Chair: Director Coleman Vice Chair: Director Kobayashi

Director Alto
Director K. Murdoch
Director Brice
Director D. Murdock
Director Brownoff
Director Caradonna
Director Caradonna
Director de Vries
Director Desjardins
Director Tobias

Director Goodmanson

### **Electoral Areas Committee**

Membership consists of all 3 Electoral Area Directors.

Chair: Director Brent Vice-Chair: Director Holman

Director Wickheim Board Chair (ex-officio)

### **Environmental Services Committee**

Chair: Director Desiardins Vice-Chair: Director Tobias 3. Director Brownoff 8. Director Tait 4. Director Caradonna 9. Director Thompson 5. Director Holman Director Wickheim 6. Director Kobayashi Board Chair (ex-officio) 7 Director Murdock

### Finance Committee

Chair: Director Brice
3. Director Brent
4. Director Coleman
5. Director Goodmanson
6. Director Kobayashi
Vice-Chair: Director Jones
7. Director Little
8. Director Williams
9. Director Windsor
Board Chair (ex-officio)



### Board and Committee Membership

### Capital Regional District | 2023

### First Nations Relations Committee

Chair: Director Tait

- 3. Director Alto
- 4. Director Brent
- 5. Director Desjardins
- 6. Director Goodmanson

### Governance Committee

Chair: Director Little

- Director Brice
- 4. Director Coleman
- 5. Director Desjardins
- 6. Director Holman
- 7. Director Jones

### Hospitals and Housing Committee

Chair: Director Murdoch

- 3. Director Alto
- 4. Director Brent
- 5. Director Brice
- 6. Director de Vries
- 7. Director Holman

### **Planning & Protective Services**

Chair: Director de Vries

- 3. Director Desjardins
- 4. Director Little
- 5. Director McNeil-Smith
- 6. Director Thompson

### **Regional Parks Committee**

Chair: Director McNeil-Smith

- 3. Director Coleman
- 4. Director Goodmanson
- 5. Director Holman
- 6. Director Szpak
- Director Tait

Vice-Chair: Director Windsor

- 7. Director Little
- 8. Director K. Murdoch
- 9. Director Williams

Board Chair (ex-officio)

Vice-Chair: Director Goodmanson

- 8. Director K. Murdoch
- 9. Director D. Murdock
- 10. Director Tobias

  Board Chair (ex-officio)

Vice-Chair: Director Caradonna

- 8. Director Jones
- 9. Director Kobayashi
- 10. Director McNeil-Smith
- 11. Director Szpak

Board Chair (ex-officio)

Vice-Chair: Director Williams

- 7. Director Wickheim
- 8. Director Windsor

Board Chair (ex-officio)

Vice-Chair: Director Brownoff

- 8. Director Tobias
- 9. Director Williams
- 10. Director Windsor

Board Chair (ex-officio)



Board and Committee Membership

# Capital Regional District | 2023

### **Transportation Committee**

Chair: Director Murdock

- 3. Director Brent
- 4. Director Brice
- 5. Director Caradonna
- 6. Director de Vries
- 7. Director Desjardins
- 8. Director Goodmanson

Vice-Chair: Director Szpak

- 9. Director Kobayashi
- 10. Director McNeil-Smith
- 11. Director Tait
- 12. Director Thompson

Board Chair (ex-officio)

### Select & Sub-Committees

### Royal and McPherson Theatres Services Advisory Committee

(reporting to the Finance Committee). Term is for two one years.

Participant	Board Member
Saanich	Colin Plant
	Susan Brice
Victoria	Jeremy Caradonna
	TBC
Oak Bay	Kevin Murdoch

### **Solid Waste Advisory Committee**

(reporting to the Environmental Services Committee).

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

### Other CRD Committees & Commissions

### **Arts Commission**

Members from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participant	Representative	Alternate
Esquimalt	Duncan Cavens	Andrea Boardman
Highlands	Karel Roessingh	None
Metchosin	Sharie Epp	None
Oak Bay	Carrie Smart	Cairine Green
Saanich	Colin Plant	Nathalie Chambers
Sooke	Dana Lajeunesse	Jeff Bateman
Southern Gulf Islands	Paul Brent	None
Victoria	Marianne Alto (Chair)	None
View Royal	Gery Lemon	None



Board and Committee Membership



## Capital Regional District | 2023

### Climate Action Inter-Municipal Task Force

Task Force consists of one elected representative of each municipality and the three electoral areas. Term is for four years unless otherwise noted.

Local Government	Representative	Alternate
Central Saanich	None	None
Colwood	David Grove	Cynthia Day
Esquimalt	Duncan Cavens	None
Highlands	Ann Baird	None
Langford	Mary Wagner	None
Metchosin	Steve Gray	None
North Saanich	Peter Jones	All Councillors
Oak Bay	Carrie Smart	Lesley Watson
Saanich	Judy Brownoff	None
Sidney	Steve Duck	Sara Duncan
Sooke	Tony St-Pierre	None
Victoria	Marg Gardiner	None
View Royal	Alison MacKenzie	Gery Lemon
Salt Spring Island	Gary Holman	None
Southern Gulf Islands	Paul Brent	None
Juan de Fuca	Al Wickheim	None

### **Emergency Management Committee**

Board appointment of the 3 EA Directors, ELT & Senior Manager, Protective Services. Term is for four years.

Electoral Areas	Representative	ELT + Management		
Juan de Fuca	Al Wickheim	Ted Robbins	Larisa Hutcheson	Shawn Carby
Southern Gulf Islands	Paul Brent	Kevin Lorette	lan Jesney (Interim)	
Salt Spring Island	Gary Holman	Nelson Chan	Kristen Morley	

### Juan de Fuca Water Distribution Commission

Members from each of the participants. Appointed by each of the member councils. Term is for four years.

Participant	Commissioner	Alternate
Colwood	David Grove	Misty Olsen
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Colby Harder	Keith Yacucha, Mark Morley
Langford	Mary Wagner	Keith Yacucha, Mark Morley
Metchosin	Shelly Donaldson	Steve Gray
Sooke	Kevin Pearson	Dana Lajeunesse
View Royal	John Rogers	Ron Mattson



Board and Committee Membership

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## Capital Regional District | 2023

### Peninsula Recreation Commission

Appointed by member Councils. Term is for two years.

Participants	Commissioner	Alternate
Central Saanich	Niall Paltiel	Gord Newton
Central Saanich	Ryan Windsor	Sarah Riddell
North Saanich	Phil DiBattista	Brett Smyth
North Saanich	Peter Jones	Celia Stock
Sidney	Scott Garnett	Steve Duck
Sidney	Cliff McNeil-Smith	Chad Rintoul

### **Regional Housing Trust Fund Commission**

One Council member is appointed by each participating municipality. Appointments come forward to the Board Chair from the Senior Manager, Regional Housing and are included with appointments made by Board Chair. The Salt Spring Island and Southern Gulf Islands Electoral Area Directors are also members. Term is for two years.

Participant	Commissioner	Alternate
Central Saanich	Bob Thompson	Sarah Riddell
Esquimalt	Ken Armour	None
Highlands	Ann Baird	None
Metchosin	Shelly Donaldson	None
North Saanich	Celia Stock	Irene McConkey
Oak Bay	Lesley Watson	Carrie Smart
Saanich	Zac de Vries	None
Salt Spring Island	Gary Holman	None
Sidney	Richard Novek	Terri O'Keeffe
Sooke	Tony St. Pierre	None
Southern Gulf Islands	Paul Brent	None
Victoria	Krista Loughton	None
View Royal	Sid Tobias	None

### **Regional Water Supply Commission**

Members from each of the participants. Term is for four years.

Participant	Commissioner	Alternate
Central Saanich	Chris Graham	Zeb King
Colwood	Kim Jordison	Misty Olsen
Esquimalt	Tim Morrison	Duncan Cavens
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant



Board and Committee Membership

# Capital Regional District | 2023

Langford	Kimberly Guiry	Colby Harder, Keith Yacucha
	Mary Wagner	Colby Harder, Keith Yacucha
Metchosin	Steve Gray	Shelly Donaldson
North Saanich	Celia Stock	Irene McConkey
Oak Bay	Cairine Green	Esther Paterson
Saanich	Teale Phelps Bondaroff	None
	Nathalie Chambers*	Colin Plant, Susan Brice, Judy Brownoff
	Zac de Vries*	Judy Brownoff, Colin Plant, Susan Brice
	Karen Harper*	Susan Brice, Judy Brownoff, Colin Plant
	Mena Westhaver*	Susan Brice, Judy Brownoff, Colin Plant
Sidney	Sara Duncan	Steve Duck
Sooke	Dana Lajeunesse	Kevin Pearson
Victoria	Krista Loughton Jeremy Caradonna	TBC
	Chris Coleman	TBC
	Stephen Hammond	TBC
	Susan Kim	TBC
View Royal	John Rogers	Ron Mattson

<sup>\*</sup>Assignment of one additional vote

### Saanich Peninsula Wastewater Commission

Members from each of the participants. Appointed by each of the member councils. Term is for two years.

Participant	Commissioner	Alternate	
Central Saanich	Zeb King	Chris Graham	
Central Saanich	Ryan Windsor	Sarah Riddell	
North Saanich	Peter Jones	Celia Stock	
North Saanich	Sanjiv Shrivastava	Brett Smyth	
Sidney	Cliff McNeil-Smith	Chad Rintoul	
Sidney	Sara Duncan	Steve Duck	

### Saanich Peninsula Water Commission

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

Participant	Commissioner	Alternate	
Central Saanich	Zeb King	Chris Graham	
Central Saanich	Ryan Windsor	Sarah Riddell	
North Saanich	Peter Jones	Celia Stock	
North Saanich	Sanjiv Shrivastava	Brett Smyth	
Sidney	Cliff McNeil-Smith	Chad Rintoul	
Sidney	Sara Duncan	Steve Duck	



Board and Committee Membership

## Capital Regional District | 2023

### **Traffic Safety Commission**

Board appoints one Director as a Representative, and one Director as an Alternate. Term is for two years.

Representative	Alternate
Director D. Murdock	Director de Vries

# **Appointments to External Boards**

### **CREST (Capital Region Emergency Service Telecommunications)**

The CRD appoints the 3 Directors representing the Electoral Areas for shareholder votes (proxies are appointed on an annual basis).

Appointed CRD Shareholder	Proxy
Al Wickheim	Jeri Grant
Gary Holman	John Wakefield
Paul Brent	TBC

### **Greater Victoria Coalition to End Homelessness**

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

Appointed Directors:	Corporate Member Representative:
Director McNeil-Smith	Kevin Lorette, GM, Planning & Protective Services
Director K. Murdoch	Don Elliott, Senior Manager, Regional Housing
Director Tait	<i>Melanie Hope</i> Nadine Kawata, Manager, Housing Initiatives & Programs

### **Greater Victoria Harbour Authority Board**

Board Chair nominates <del>one</del> up to three Directors of CRD Board to be nominated as GVHA Director. Board to also appoint Member representative annually.

Member Representative	Member Representative Alternate	Board Nominee
Director Goodmanson	Director Plant	Director Brice

### Community Liaison Committee - Greater Victoria Harbour Authority

GVHA Member Representative to be appointed.

Member Representative	Member Representative - Alternate
Director Goodmanson	Director Plant

### **Greater Victoria Labour Relations Association**

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

Representative & AGM Delegate	Alternate
Director Coleman	Director Goodmanson



Board and Committee Membership

### Capital Regional District | 2023

### ICET - Central South Island Regional Advisory Committee

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

Member Representative	
Director Brent	

### **Island Corridor Foundation**

Board appoints one Director as Local Government Designated Representative annually. Board nominates one Director for election to the Foundation Board (could be the same person as the Member Representative) at its AGM, held in April, for a two-year term.

Member Representative	Nominee
Barb Desjardins	None

### **Municipal Finance Authority**

Board appoints two Directors as representatives and two Directors as alternates. Term is for one year.

Director	Alternate
Director Brent	None
Director Kobayashi	None

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

Annual appointment.

Representative	Alternate
Director Wickheim	None

### Royal and McPherson Theatres Society Board

Appointed by member Councils. Term is for one year.

Participants	Board Member	Alternate
Oak Bay	Hazel Braithwaite	Andrew Appleton
Saanich	Teale Phelps Bondaroff	None
Victoria	Matt Dell	None

### Sooke and Electoral Area Parks and Recreation Commission

Appointed by member Councils. Term is for one year.

Participants	Commissioner	Alternate
Juan de Fuca	Al Wickheim	Jeri Grant
Sooke	Maja Tait	Jeff Bateman
Sooke	Al Beddows	Kevin Pearson



Board and Committee Membership

## Capital Regional District | 2023

### Victoria Family Court and Youth Justice Committee

Members from each of the participants. Term is two years.

Participant	Member
Central Saanich	Zeb King
Colwood	Cynthia Day
Esquimalt	Darlene Rotchford
Highlands	Marcie McLean
Langford	Kimberley Guiry
Metchosin	Marie-Térèse Little
North Saanich	Jack McClintock
Oak Bay	Esther Paterson
Saanich	Mena Westhaver
Sidney	Terri O'Keeffe
Sooke	Jeff Bateman
Victoria	Krista Loughton
View Royal	Ron Mattson

### Vancouver Island Regional Library Board

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

Representative	Alternate
Al Wickheim	Jeri Grant



# REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 11, 2023

### **SUBJECT** CAO Quarterly Progress Report No. 4, 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 December 31, 2022.

### **BACKGROUND**

The Board and Corporate Priorities Dashboard provides quarterly updates on progress related to Board and Corporate priority initiatives, actions, and advocacy. 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 the last annual checkin on priorities on May 11, 2022, and the priorities were reconfirmed, 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 fourth quarter of 2022; however, the capital and operating variances and human resources trends are for the third quarter in 2022. The quarterly Capital Variance Report highlights differences between budget and actual expenditures on capital projects with a budget of \$500,000 or more. 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.

On Saturday, November 5, CRD Regional Parks managers and staff, alongside the CRD Board Chair, and members of the executive leadership team, celebrated an incredible 40 years of volunteers in our regional parks system. The 100+ volunteers recognized at the event at Olympic View Golf Club are registered in long-term volunteer positions, including volunteer naturalists, park stewards, mountain biking stewards, horse stewards and restoration volunteers, as well as partner groups. These volunteers give their time, passion, and dedication to assist CRD staff in protecting natural areas that add to the quality of life for residents of the region and to the long-term health of our local environment.

On November 25, staff attended the funding announcement made by the honourable Harjit S. Sajjan, Federal Minister of International Development and Minister responsible for the Pacific Economic Development Agency of Canada. The two Pacific Economic Development Canada (PacifiCan) Canada Community Revitalization funding announcements for the CRD were for \$109,000 for World Fisheries Trust/CRD for the new accessible fishing pier at Elk/Beaver Lake Regional Park and \$561,748 for the revitalization of Centennial Park on Salt Spring Island. The project on Salt Spring Island will see the existing concrete and brick paver plaza in Ganges replaced and updates made to the on-site drainage, lighting, landscaping, and furnishings.

For the second consecutive year, the CRD has been selected as an Excellence Awardee for the Canada's Safest Employers Award - Public Sector/Non-Profit Employer. The Canada's Safest Employers Awards is recognized as one of the leading independent awards programs in the occupational health and safety profession. The awards recognize the outstanding health and safety professionals and companies for their achievements, leadership, and innovation over the past 12 months.

This year's CRD United Way campaign launched on October 17 for three weeks with a variety of fun fundraising events and pledging. In 2022, the United Way of Southern Vancouver Island identified four areas of action: Isolated Seniors and Elders; Families; Diversity, Equity & Inclusion, and support for Indigenous Communities; and Mental Health & Additions. As they have for the last 27 years, CRD employees did an amazing job supporting the campaign and this year CRD employees raised over \$40,000.

As part of ongoing regional emergency program exercising for dam safety in the region, on October 28 the CRD completed a two-day functional exercise to test and validate the Sooke Lake Dam Emergency Plan. This was the culminating event following several years of preparation, training, drills, and smaller exercises designed to test the CRD's ability to coordinate an emergency that impacted multiple jurisdictions including a First Nation community. The facilitated scenario was based on a low likelihood but high consequence threat to the Sooke Lake Dam and included participation from over 80 staff with additional representation from numerous municipalities and provincial agencies. The exercise validated many planning assumptions and provided a great learning opportunity in a controlled environment to identify areas where improvements could be achieved through ongoing plan revisions. Overall, this exercise demonstrated the ability for the CRD, local authority partners and our multiple agency stakeholders to respond collaboratively to an emergency that had the potential to impact the whole region and the knowledge gained will guide emergency planning improvement in the region on many levels going forward.

On November 26, the CRD participated in the 40th Peninsula Co-op Santa Claus Parade with the Integrated Water Services water tanker all dressed up as one of the 65 float entries this year. Despite the windy and rainy conditions, the crowds were large and festive.

On December 1, all Regional Parks staff gathered for their Annual General Meeting which was held in the Nootka Rose Atrium in the Langford Business Centre. In addition to a departmental update from the General Manager and a welcome from the Chief Administrative Officer, staff participated in team building activities and had the opportunity to listen to a guest speaker from the IISAAK OLAM Foundation on the topics of Indigenous Protected and Conserved Areas and First Nations relationship building.

On December 16, all housing staff gathered for a meeting which was held at the KWENCH Culture Club. The General Manager and Chief Administrative Officer provided a leadership update. Additional updates were provided by staff in operations; construction and capital projects/planning and development; housing planning, policy, and programs; and finance.

### **Board Priorities and Corporate Plan Initiatives**

Progress on the Board Priorities and Corporate Plan initiatives from January 2019 to date is reflected in Progress Report Q4, 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**

On July 3, 2019, staff brought forward a report to the CRD Board with the CRD Advocacy Strategy, which was approved, attached in Appendix E, to form the basis for individual advocacy initiatives. An Advocacy Dashboard has been prepared which tracks the ongoing advocacy work being done by the CRD Board, partners, and staff. Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q4, 2022 as Appendix F.

#### Operating Variance Report - Q3, 2022

The Operating Variance Report outlines quarterly results providing actuals and forecasts for services with an operating budget greater than \$1.5 million. These services account for approximately 85% of the combined budgets for the CRD, the CRHD, and the CRHC.

The amount of budget expended through the end of the third quarter will vary from service to service based on planned expenditures, seasonality, and timing of transactions. For example, services funded by requisition receive their funding in the third quarter, where water supply and distribution services receive sales revenue throughout the year with peaks in the summer months.

The quarterly Operating Variance Report, attached as Appendix G, highlights expenditures in comparison to budget, prior year, and includes an annual forecast based on information through the end of the quarter. An offsetting revenue forecast is also included with the same comparisons.

Overall, spending through the end of the third quarter as a percentage of total budget, is largely in line with the same period and timeframe as 2021 for both revenue and expenses.

#### **Capital Regional District**

In summary, the forecast shows the majority of services are trending either in line with or below the annual budget. Many of these budgets provide essential services to our communities such as delivery of water, wastewater management, and solid waste.

Favourable variances are forecasted in the Regional Housing Trust Fund due to timing of grant funding requests, and for Core Area Wastewater Operations due to savings on utilities, chemicals, and repairs & maintenance. Favourable variances are forecast for Legislative and General related to staff vacancies, as well as partial deferrals of the HRIS and EDRMS initiatives to 2023. Favourable variances among the remaining services are largely related to staff vacancies, most notably in Regional Parks, Panorama Recreation and Building Inspection.

Higher than budgeted revenue has also contributed to favourable forecast variances for a select number of services. Environmental Resource Management is forecasting higher solid waste revenue due to increased recycling, refuse and controlled waste volumes in 2022. Higher permit fee revenue in Building Inspection is also expected due to increased construction values and quantity of permit applications on the Southern Gulf Islands. Minor favourable variances are forecast for the water utility services, where water consumption is forecast slightly higher than budgeted demand.

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

The forecast highlights minor savings expected due to deferred hiring of term roles and property management costs, but otherwise the CRHD operations continue as planned.

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

The forecast for CRHC is presented by portfolio and reflect the estimated cost savings and revenue variances forecasted at the end of the third quarter.

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

### Capital Variance Report - Q3, 2022

The Capital Variance Report, attached as Appendix H, highlights variances on actual expenditures from the quarterly and annual capital budgets for all three entities (CRD, CRHD, and CRHC) including impact on the total project. The Capital Variance Report is current to the end of the third quarter of 2022 and covers all capital projects with a budget of \$500,000 or more.

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 \$10.2 million in the third quarter of 2022, 55% of the forecasted \$18.4 million. Of the \$8.2 million variance, \$1.7 million is related to timing of aggregate production for the Hartland landfill, \$0.9 million is related to timing of contract closeout costs on the Core Area Wastewater Treatment Project (CAWTP), \$0.7 million related to slower than expected construction on McCallum Pump Station and Water Tank 4 project, and \$0.6 million due to delays of 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 \$0.7 million in the third 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 the second quarter to update the 2022 budget and scope. The project was completed as in the third quarter in line with the amended budget.

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

Capital expenditures on projects greater than \$0.5 million totaled \$10.7 million in the third quarter of 2022, 55% of the forecasted \$19.7 million. Variances within the CRHC portfolio are mainly due to a delay in construction and permitting for the Michigan and Caledonia housing redevelopments. Both projects are still forecasted for completion in 2023 and 2024 respectively.

### **Human Resource Trends and Corporate Safety**

Appendix I 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 provider and, as such, is closely monitoring the longer-term impacts 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 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 and its CUPE union concluded labour negotiations in November, agreeing to a renewal agreement through the end of 2024. We are pleased to have been able to reach a fair and mutually beneficial agreement, and one which creates stability for our workforce and the many services we deliver. The agreement includes provisions for flexible work schedules and modified work week arrangements. In addition, the CRD has agreed to more opportunities for hybrid working from home arrangements through on updated policy.

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. 4 - 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:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
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#### ATTACHMENT(S)

Appendix A: Photographs of Corporate Activities and Initiatives Appendix B: Board Priorities Dashboard Progress Q4, 2022

Appendix C: Board Priorities Dashboard – Summary of Completed Actions

Appendix D: Corporate Climate Change Initiatives

Appendix E: Staff Report: Capital Regional District Advocacy Strategy

Appendix F: Advocacy Dashboard Progress Q4, 2022
Appendix G: Operating Variance Report Q3, 2022
Appendix H: Capital Variance Report Q3, 2022

Appendix I: Human Resources Trends and Corporate Safety

# Parks Volunteer Recognition Event





# PacifiCan Funding Announcement





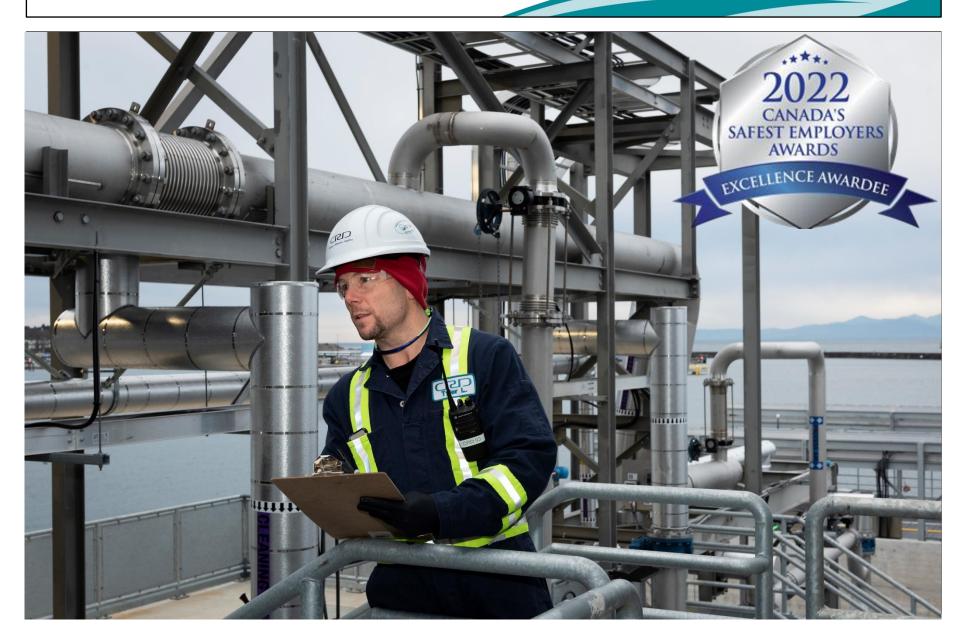
# Accessible Fishing Pier at Elk/Beaver Lake Regional Park





# 2022 Safest Employer Award





# **United Way Campaign**



# **United Way 2022 Areas of Impact**



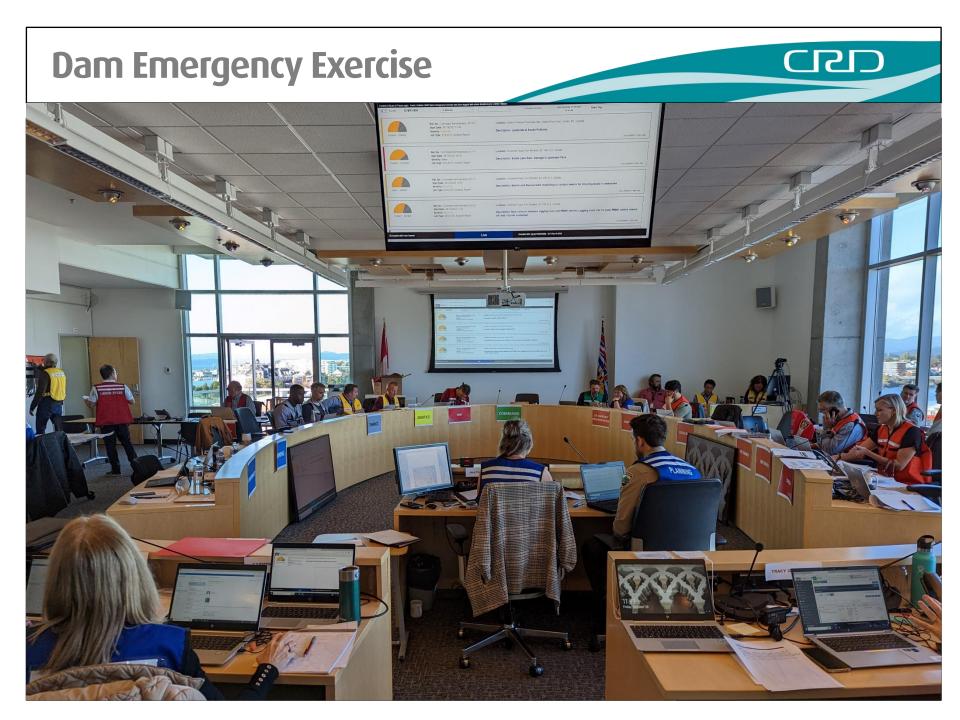
**Families** 



Diversity, Equity & Inclusion

Mental Health & Addictions





# Santa Claus Parade





# Santa Claus Parade





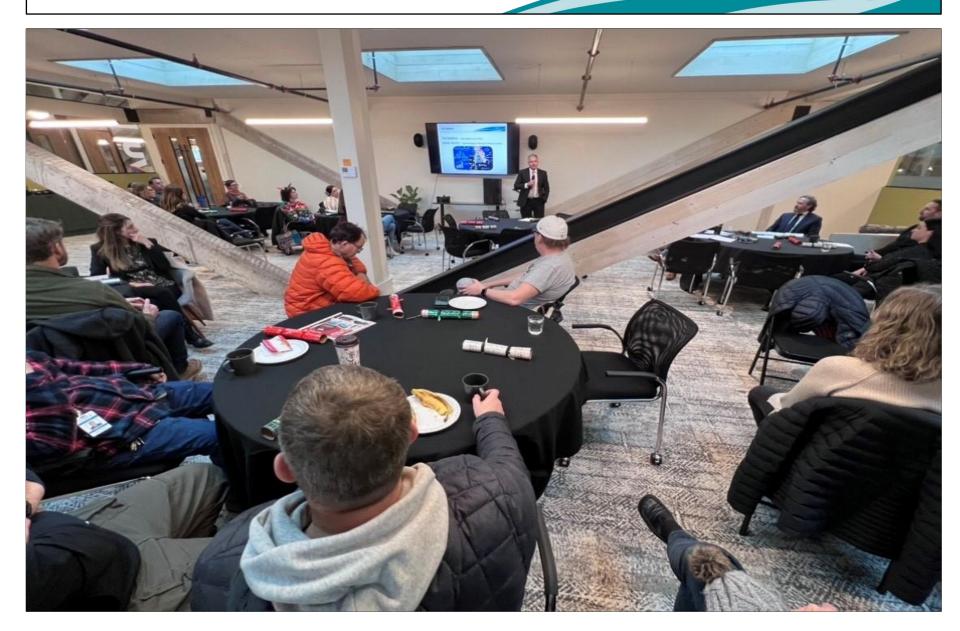
# **Regional Parks Staff AGM**





# **Housing Staff Meeting**





### Board Priorities Dashboard ➤ Progress Report No. 16 – Q4 2022



**Community Wellbeing** Transportation & Housing CONDITION LEGEND

No issues / Proceeding as planned



Potential or emerging issue/problem





O and to Walk and	Sta	atus & Conditi	ion	0	Comments	Next Steps	
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>1a</b> Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.					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.	<ul> <li>Transportation working group meetings will continue through 2022 and into 2023 to action regional transportation priorities</li> <li>Board and staff to advance advocacy and other implementation on priority areas through appropriate channels (e.g. meetings with Minister of Transportation, participation in project and policy working groups)</li> </ul>	<ul> <li>Ongoing through to 2023</li> <li>Ongoing through to 2023</li> </ul>
<b>1b</b> Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.					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, 2022 the CRD Board received information about advocacy next steps and timelines to protect the corridor and advance the restoration of rail service.  MOTI is currently undertaking a technical analysis of transportation needs along the corridor, preparing a freight study and supporting the ICF to work with affected First Nations. MOTI is actively sharing this information with the federal government in advance of the March 2023 deadline for a federal decision. The ICF indicates this support is delivering the coordinated approach requested through advocacy.	Continue to liaise with ICF and MOTI as the March 2023 federal decision deadline approaches	► Ongoing through to 2023
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 October 12, 2022	Completed the signing of an amended contribution agreement for 2023 and 2024 for increased funds. Funds are in support of programs that address homelessness through the Reaching Home Program that we administer on behalf of the Government of Canada. Activities related to the Future Housing Priorities and Partnerships white paper will begin in 2023. Comments were received from Saanich regarding the re-zoning materials for Campus View and the information was re-submitted. Secured a consultant to further enhance Housing Agreement Program. Submitted development permit for Pandora Successfully opened 2782 Spencer. Awaiting foundation permit for Caledonia.  Media Release: CRD to enter into long-term lease with BC Housing on Salt Spring Island (October 19, 2022)	<ul> <li>Continue to implement Reaching Home Program</li> <li>Staff to explore and consider options for a housing partnership program to follow the Regional Housing First Program and report to Board</li> <li>Continue to implement Regional Housing First Program</li> </ul>	<ul><li>▶ Ongoing</li><li>▶ Ongoing</li><li>▶ Ongoing</li></ul>

- ► EC = Environment 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



- ▶ FNRC = First Nations Relations 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. 16 – Q4 2022



CONDITION LEGEND





Potential or emerging issue/problem



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Doord Initiatives	Status & Condition	Docalutions	Commonts	Next Steps			
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>2a</b> 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.		
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.			•		<b>Operationalized.</b> Following the Board adoption of the <i>Climate Action Strategy</i> , actions rolled out as outlined in the Strategy.		
<b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.			•	► Board December 14, 2022	<b>Operationalized.</b> Contract has been awarded for development of resource recovery and material stream diversion strategy, and staff work to implement Board approved <i>Solid Waste Management Plan</i> .		
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.			•		<b>Operationalized.</b> Board approval of 2022 Financial Plan budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.		
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.			•		<b>Operationalized.</b> Following the Board adoption of the <i>Climate Action Strategy</i> , 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.		



## **Board Priorities Dashboard** ➤ Progress Report No. 16 – Q4 2022



First Nations CONDITION LEGEND

Reconciliation

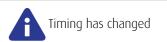


No issues / Proceeding as planned



Potential or emerging issue/problem





Board Initiatives	Sta	ntus & Condit	ion	Resolutions	Comments	Next Steps	
BOAIO IIIIIIAUVES	Not Started	In Progress	Completed	RESUIUTIONS	Confinents	Action	Timing
<b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.					Operationalized. CRD First Nations Relations staff will continue to support Directors with emerging discussions regarding how to strengthen government-to-government relationships. CRD staff from multiple divisions are responding to requests from First Nations for involvement in decision-making related to land use planning, parks, environmental monitoring, solid waste management, heritage site conservation, and more.  CRD First Nations Relations staff are supporting CRD planning efforts, and are organizing intercultural training and learning opportunities for staff, Directors and commissioners in 2023.		
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.		•			A consultant is drafting an Indigenous Employment Scoping findings report, that summarizes input from Indigenous communities, CRD divisions and CUPE, and makes recommendations on 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.  Discussions are ongoing with the WSÁNEĆ 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
<b>3c</b> Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.					Operationalized. CRD First Nations Relations staff continue to support all CRD divisions to collaborate with First Nations in implementation of the Conservation and Protection of Heritage Sites Policy and the draft WSÁNEĆ 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.		
<b>3d</b> 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 ( <i>Updated May 2022</i> ).					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.		

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 CON

Board Priorities Dashboard ➤ Progress Report No. 16 - Q4 2022



CONDITION LEGEND



No issues / Proceeding as planned



Potential or emerging issue/problem





& Accountability							
Board Initiatives	Sta	atus & Condit	ion	Resolutions	Comments	Next Steps	
שטמות וווונומנויכי	Not Started	In Progress	Completed	RESOLUTIONS	Comments	Action	Timing
<b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.					<b>Operationalized.</b> The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SGI EA Administration continues to support third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.		
<b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.			•		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.		
<b>4c</b> 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.		
<b>4d</b> Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.			•		<b>Operationalized.</b> Reserve guidelines established and reported back through Finance Committee to CRD Board on July 14th, 2021. The Guideline establishes a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.		
<b>4e</b> Facilitate a discussion of the region's art facility needs and explore partnerships to support 100% participation in the CRD arts function.			•		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.		
<b>4f</b> Explore how the CRD can best contribute to regional economic development.					<b>Operationalized.</b> Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. SSI EA Administration contract with REIP is ongoing and regular reporting to the commission will take place as work progresses The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures. Media Release: Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)		

### © Corporate Priorities Dashboard ➤ Progress Report No. 16 - Q4 2022



### **Accountability**

CONDITION LEGEND

No issues / Proceeding as planned



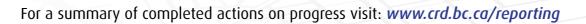
Potential or emerging issue/problem



Problem/issue has arisen



Cara arata laitiati ya	Status & Condition				Next Steps		
Corporate Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>Business capacity &amp; continuity:</b> 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.			•		<b>Operationalized.</b> Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.		
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.			•		<b>Operationalized.</b> Executing service planning and annual check-in program.		
<b>Efficiency &amp; collaboration:</b> Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.			•		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.		
<b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.			•		<b>Operationalized.</b> Website, social media and media channels fully engaged. New engagement platform <i>getinvolved.crd.bc.ca</i> launched to provide more ways for the public to participate in consultation opportunities virtually. Hartland webcam installed.		



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





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.	<ul> <li>TC Feb. 27, 2019</li> <li>Board Mar. 13, 2019</li> <li>EAC June 12, 2019</li> <li>Board June 12, 2019</li> <li>TC July 24, 2019</li> <li>COW Jan. 29, 2020</li> <li>PTPSC Oct. 21, 2020</li> <li>Board Nov. 18, 2020</li> <li>PTPSC Dec. 9, 2020</li> <li>Board Dec. 9, 2020</li> <li>Board Jan. 13, 2021</li> <li>TC Apr. 21, 2021</li> <li>Board May 12, 2021</li> <li>Board July 14, 2021</li> <li>TC Oct. 20, 2021</li> <li>Board Dec. 8, 2021</li> <li>Board Dec. 8, 2021</li> </ul>	Operationalized. Advacacy: 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 Committee. A follow-up meeting was held in November 2019. MOTI presented the draft Southern Vancouver Island Transportation 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 nections 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's License for Release Healing Discussions Group. Media Release: CRD Board moves forward with regional transportation priorities report on Ready Step Roll active school program was presented to PTPSC to ma
<b>1b</b> Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.	<ul> <li>GFC July 3, 2019</li> <li>Board May 11, 2022</li> <li>TC June 15, 2022</li> <li>Board July 13, 2022</li> </ul>	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.  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. Media Release: CRD calls

See the *advocacy dashboard* for a comprehensive list of letters sent and received during the 2018-2022 term.

# **Community Wellbeing**



# Board Priorities Dashboard





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.	<ul> <li>Board Feb. 13, 2019</li> <li>Board Sept. 11, 2019</li> <li>Board Jan. 8, 2020</li> <li>Board Mar. 11, 2020</li> <li>Board June 10, 2020</li> <li>HHC Nov. 4, 2020</li> <li>Board Nov. 18, 2020</li> <li>HHC Dec. 2, 2020</li> <li>Board May 12, 2021</li> <li>Board Oct. 27, 2021</li> <li>Board May 11, 2022</li> <li>Board July 13, 2022</li> </ul>	In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one focated al Spencer Road and the table of Hubbley Avenue. Board to see and report on acquisition for Millsteam Rodge (Reason Avenue properties). Media Release New Plack Later mixed income focusing development project announced with Province. Media Release New Plack Later mixed income focusing development project announced with Province. Media Release New Plack Later CED Board Approved a characteristic factors approved to case additional funding for Registeristic factors. The Program Media Release CED Board Approved Spew Amendments for the Registerial Registeristic factors approved to case additional funding for Registeristic factors. The Program Media Release ECD Board Approved for CED Board Approved Spew Amendments for the Registerial Registeristic factors. The Program Media Release ECD Board Release ECD Continues to Provide Support On Total Program Continues Forces on Community's Unbosed Program Continues Forces (Program Program Continues Forces and Community's Unbosed Program Forces (Program Program Continues Forces and Community's Unbosed Program Forces (Program Program Continues Forces (Program Program Continues Forces) and Program Program Continues Forces (Program Program Continues Forces) and Program Program Continues Forces (Program Program Continues Forces) and Program Program Continues Forces (Program Program Continues Forces) and Program Program Continues Forces F

### **Climate Action & Environmental Stewardship**



# Board Priorities Dashboard





Board Initiatives	Resolutions	Comments
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	<ul> <li>Board Feb. 13, 2019</li> <li>Board Apr. 10, 2019</li> <li>Board Apr. 8, 2020</li> <li>Board May 13, 2020</li> <li>COW Oct. 28, 2020</li> <li>Board Oct. 28, 2020</li> <li>Board Nov. 18, 2020</li> <li>Board Oct. 13, 2021</li> <li>Board Feb, 9 2022</li> </ul>	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. 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 Program continues and submitted to 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 8 Adaptation priority at October 28, 2020 meeting.  Advocacy: Climate Action R
		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.	<ul> <li>PEC May 22, 2019</li> <li>Board June 12, 2019</li> <li>Board Oct. 13, 2021</li> </ul>	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.
		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.

### Climate Action & **Environmental Stewardship**



# Board Priorities Dashboard





Board Initiatives	Resolutions	Comments
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	<ul> <li>Board Mar. 13, 2019</li> <li>Board May 8, 2019</li> <li>Board June 12, 2019</li> <li>PEC Sept. 4, 2019</li> <li>Board Sept. 11, 2019</li> <li>Board Feb. 12, 2020</li> <li>ESC July 15, 2020</li> <li>Board Aug. 12, 2020</li> <li>Board Sept. 9, 2020</li> <li>ESC Sept. 16, 2020</li> <li>Board Oct. 14, 2020</li> <li>Board Nov. 18, 2020</li> </ul>	Operationalized. 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 Boar
	<ul> <li>ESC Jan. 20, 2021</li> <li>Board Feb. 10, 2021</li> <li>ESC Feb. 17, 2021</li> <li>Board Mar. 10, 2021</li> <li>Board July 14, 2021</li> <li>ESC July 21, 2021</li> <li>Board Oct. 13, 2021</li> <li>Board April 13 2022</li> <li>Board May 11, 2022</li> <li>Board July 13, 2022</li> <li>Board Aug. 10, 2022</li> </ul>	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. <i>Media Release</i> : 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. <i>Media Release</i> : 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. <i>Media Release</i> : CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020).  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 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.
		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).



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



Doord Initiatives	Resolutions	Comments
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.	<ul> <li>Board Apr. 10, 2019</li> <li>PEC Oct. 23, 2019</li> <li>COW Oct. 30, 2019</li> <li>Board Oct. 30, 2019</li> <li>Board Nov. 13, 2019</li> <li>Board Mar. 11, 2020</li> <li>Board Mar. 18, 2020</li> <li>Board Apr 8, 2020</li> <li>Board May 13, 2020</li> <li>Board June 10, 2020</li> <li>Board June 24, 2020</li> <li>RPC Sept. 30, 2020</li> <li>RPC Jan. 27, 2021</li> </ul>	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: CRD Regional Parks and
	<ul> <li>Board Feb. 10, 2021</li> <li>RPC Feb. 24, 2021</li> <li>Board Mar. 10, 2021</li> </ul>	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. <i>Media Release</i> : 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.
	<ul> <li>Board July 14, 2021</li> <li>Board Oct. 27, 2021</li> <li>RPC Nov. 24, 2021</li> </ul>	Sustainable Funding Model for Future Land Acquisitions approach approved by Board. <i>Media Release</i> : CRD Regional Parks Presents Mountain Biking Guidelines to Board (April 23, 2021. <i>Media Release</i> : CRD Regional Parks acquires addition to Mount Work Regional Park (May 17, 2021. <i>Media Release</i> : CRD Seeks Public Feedback on Regional Trails Widening and Lighting (May 25, 2021).
	<ul><li>Board Nov. 10, 2021</li><li>Board Dec. 8, 2021</li></ul>	A contract for the design and construction of the oxygenation system at Elk and Beaver Lakes was awarded.
	<ul> <li>RPC Jan. 26, 2021</li> <li>Board Feb. 9, 2021</li> <li>Board Mar. 16, 2022</li> </ul>	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.
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.	<ul> <li>PEC July 24, 2019</li> <li>Board Aug. 14, 2019</li> <li>COW Oct. 30, 2019</li> <li>Board Oct. 30, 2019</li> <li>PEC Nov. 27, 2019</li> <li>ESC July 15, 2020</li> </ul>	<b>Operationalized.</b> 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.
	<ul> <li>Board Aug. 12, 2020</li> <li>RPC Oct. 28, 2020</li> <li>Board Nov. 18, 2020</li> </ul>	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 relationship and partnerships with First Nations to foster shared prosperity for all.



# Board Priorities Dashboard

# Making a difference...together

### **First Nations Reconciliation**

Board Initiatives	Resolutions	Comments
<b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	<ul> <li>Board June 12, 2019</li> <li>FNRC Feb. 26, 2020</li> <li>Board Mar. 11, 2020</li> <li>Board Oct. 14, 2020</li> <li>COW Oct. 28, 2020</li> <li>Board Oct. 28, 2020</li> <li>Board Nov. 18, 2020</li> <li>Board Jan. 13, 2021</li> <li>FNR May 26, 2021</li> <li>Board Jun. 9, 2021</li> </ul>	<b>Operationalized.</b> 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. <i>Media Release</i> : 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 relationship and partnerships with First Nations to foster shared prosperity for all.



# Board Priorities Dashboard



### **First Nations Reconciliation**

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.	<ul> <li>FNRC Sept. 18, 2019</li> <li>Board Jan. 13, 2021</li> <li>FNRC May 26, 2021</li> <li>Board Jun. 9, 2021</li> <li>FNR, April 27, 2022</li> <li>Board May 11, 2022</li> <li>FNRC Sept. 7, 2022</li> <li>Board Sept. 21, 2022</li> </ul>	Operationalized. 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 meagement. INS 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. Reclations Division formulated three initiative business cases to begin implementation in 2021. 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 Reacting 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 progr



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



# Board Priorities Dashboard



### **First Nations Reconciliation**

Board Initiatives	Resolutions	Comments
<b>3c</b> Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	<ul> <li>Board Mar. 13, 2019</li> <li>Board June 12, 2019</li> <li>FNR Sept. 22, 2021</li> </ul>	<b>Operationalized.</b> 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 biannual 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.
		<b>Statement:</b> 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.
<b>3d</b> Prepare an ecological asset management	► FNR Sept. 22, 2021	Operationalized. Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions.
plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.	➤ Board May 11, 2022	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.
language and place names, historical uses and		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 name



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

# Advocacy, Governance & Accountability



# Board Priorities Dashboard



Board Initiatives	Resolutions	Comments
<b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	<ul> <li>EAC Mar. 13, 2019</li> <li>EAC July 10, 2019</li> <li>Board July 10, 2019</li> <li>EAC Jan. 8, 2020</li> <li>Board Jan. 8 2020</li> <li>Board Feb. 12, 2020</li> </ul>	<b>Operationalized.</b> CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the Connected Coast project proposal. Inclusion in various programs is greatly enhanced with a Board endorsed broadband strategy. Staff directed by EAC March 2019 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 2019 to MLA Olsen. Advancing Southern Gulf Island Phase 1 connectivity strategy through community and stakeholder engagement. Staff meeting with citizen services to investigate pilot opportunities for connectivity on Southern Gulf Islands. Stakeholder engagement underway throughout Fall/Winter 2019. <b>Media Release</b> : CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands (Nov. 6, 2019). In July 2019, Board authorized the submission of an application to the BC Rural Dividend Program for Southern Gulf Islands Connectivity Design Strategy and confirmed support for this project through its duration. In October 2019 the Provincial government canceled this grant opportunity. Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. Received a grant from the Provincial Government to advance Phase 2 of the Connectivity Design Plan. Funding secured and engineering firm engaged to conduct broadband infrastructure design plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.
		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. <i>Advocacy</i> : 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.
<b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs	<ul> <li>Board Jan. 9, 2019</li> <li>EAC Mar. 13, 2019</li> <li>EAC Apr. 10, 2019</li> <li>EAC July 10, 2019</li> <li>Board July 10, 2019</li> <li>EAC Sept. 11, 2019</li> <li>Board Sept. 11, 2019</li> <li>Board Feb. 12, 2020</li> <li>Board Sept. 9, 2020</li> </ul>	<b>Operationalized.</b> 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.
and governance of each electoral area.		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. <i>Advocacy:</i> Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). <i>Advocacy:</i> Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). <i>Advocacy:</i> Request for Order in Council - CRD Electoral Areas (November 13, 2019). <i>Media Release:</i> 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. <i>Media Release:</i> 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. <i>Advocacy</i> : Electoral Areas Rural Status (January 31, 2020). <i>Advocacy</i> : Telus Resolution (February 13, 2020)
		North Ganges Transportation project tendered in March 2020 with construction started in June 2020. <i>Advocacy</i> : Electoral Areas Rural Status (July 17, 2020). <i>Advocacy</i> : 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).

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

# Advocacy, Governance & Accountability



# Board Priorities Dashboard



Concept of Operations Inning Stream for group meeting held a regional emergency. Ities and two First Izards of snow storm, Identre Supplies Coordination of actions Droject, submitted a Ilecommunication in
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and ultimately y operational variance bethodology has been we balances for all ets and work plans. in 2021. <i>Media</i> wo draft reserve the Canadian Award on reserve balance
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The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus it governance and Committees/Commission on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address

# Advocacy, Governance & Accountability



# **Board Priorities Dashboard**



Board Initiatives	Resolutions	Comments
4e Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	<ul> <li>GFC July 3, 2019</li> <li>GFC Oct. 2, 2019</li> <li>PAFSC Jan. 29, 2020</li> <li>Board June 24, 2020</li> <li>Board July 8, 2020</li> <li>GFC Oct. 7, 2020</li> <li>Board Oct. 14, 2020</li> <li>Board Jan. 13, 2021</li> <li>Board Mar. 10, 2021</li> <li>GC Apr. 7, 2021</li> <li>Board Apr. 12, 2021</li> <li>PAFSC May 5, 2021</li> <li>PAFSC Sept. 8, 2021</li> <li>Board Oct. 13, 2021</li> <li>PAFSC, Dec. 8, 2021</li> <li>Board Dec. 8 2021</li> <li>Board Dec. 8 2021</li> <li>PASC, Jan 19, 2022</li> <li>Board Feb. 9, 2022</li> </ul>	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 (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 approve the establishing bylaw, but d
4f Explore how the CRD can best contribute to regional economic development.	<ul> <li>GFC July 3, 2019</li> <li>Board July 10, 2019</li> <li>GFC Oct. 2, 2019</li> <li>Board Oct. 9, 2019</li> <li>Board Mar. 11, 2020</li> <li>Board May 13, 2020</li> <li>GFC July 29, 2020</li> <li>Board Aug. 12, 2020</li> <li>EAC Sept. 9, 2020</li> <li>Board Sept. 9, 2020</li> <li>GFC Dec. 2, 2020</li> <li>Board Dec. 9, 2020</li> </ul>	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 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



# Corporate Priorities Dashboard



### **Accountability**

Corporate Initiatives	Resolutions	Comments
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.	▶ Board Mar. 18, 2020	<b>Operationalized</b> . Organizational Development Plan Actions updated for 2019, 2020 and 2021 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented. Ensure CRD systems and policies are aligned to significantly improve workplace decision-making and business tracking, including alignment with business continuity requirements. Significant focus on the review and implementation of a comprehensive Human Resource Information System (HRIS), aligned to our current Enterprise Resource System (SAP), and continued review of OHS safety elements tied to certificate of recognition. Starting mid-March 2020 a significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic. Occupational Health & 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.	<ul> <li>Board Mar. 13, 2019</li> <li>GFC Oct. 2, 2019</li> <li>PEC Oct. 23, 2019</li> <li>COW Oct. 30, 2019</li> <li>Board Oct. 30, 2019</li> <li>Board Mar. 11, 2020</li> <li>COW Oct. 28, 2020</li> <li>Board Oct. 28, 2020</li> </ul>	<b>Operationalized.</b> 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.
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.	<ul> <li>COW Oct. 30, 2019</li> <li>Board Oct. 30, 2019</li> <li>Board Mar. 18, 2020</li> </ul>	<b>Operationalized.</b> Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process. Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020. Board conducted the 2019-2022 Board Priorities Annual Check-in May 2020. First phase of the 2021 service planning process (initiative identification and prioritization) was completed June 2020. Changes were implemented this year, following the 2019 service planning review. Moving forward with financial planning work as well as Community Needs Summary development in line with target deadlines.  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	<b>Operationalized.</b> Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Provide core funding to various not-for-profit groups under operating agreements. Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Partnerships guidelines prepared and existing formal partnerships captured in directory. Continue work to seek new partnerships and transition informal partnerships to formal. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.



# Corporate Priorities Dashboard



### **Accountability**

Corporate Initiatives	Resolutions	Comments
<b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.	<ul> <li>Board May 8, 2019</li> <li>Board June 12, 2019</li> <li>Board Dec. 11, 2019</li> <li>Board Mar. 18, 2020</li> </ul>	<b>Operationalized.</b> 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. <b>Media Release</b> : CRD Launches Transparency Initiatives (Dec. 9, 2019). The Board Highlights monthly e-newsletter (launched December 2019) sends a summary of key agenda items and Board decisions directly to your inbox, with links to related materials and webcasts for in-depth review. The rise and report section of the CRD website (launched December 2019) publishes decisions that were made in-camera once they are ready for public release.
		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.





### OPEN CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 11, 2023

### APPENDIX D CORPORATE CLIMATE CHANGE INITIATIVES

The CRD Home Energy Navigator program launched on November 8, 2022. The Navigator program supports residents to undertake low carbon home energy retrofits by taking advantage of various government and utility incentives. A marketing campaign accompanied the launch and almost 100 homeowners signed up in the first three weeks. The program, which is committed for five years, aims to support approximately 400 low carbon retrofit projects by November 2023. The Navigator program builds upon efforts of the CRD and local government partners and has been informed by industry experts, including numerous local contractors. It is being implemented by City Green Solutions, a local non-profit with decades of experience helping homeowners save energy. Staff will monitor progress and continue to work with partners to adjust and build upon the program in the future to increase low carbon retrofits across the region.

Staff continued execution of the regional Charge Your Ride outreach campaign. This quarter focused on strata and trades-focused programming regarding electric vehicle charging equipment installations. It included the completion of four webinars for electricians and strata owners and an in-person event with the Electric Automotive Technician program at Camosun College. Planning and development of a suite of digital and printable resources for electric mobility outreach is ongoing. Charge Your Ride has been made possible with a \$225,000 federal Zero Emission Vehicle Awareness Initiative grant.

Following award of a \$150,000 grant through UBCM's Community Emergency Preparedness Fund to support the development of a Capital Region Extreme Heat Vulnerability Mapping Dashboard, the CRD has assembled an inter-municipal project team to complete initial project planning. The CRD initiated the procurement process to engage a consultant to identify, collect, validate and analyze key demographic, health, building and heat data to assess the capital region population's overall vulnerability and exposure to heat, now and in the future. The results of this process will support the creation of a "dashboard" to support risk communication and planning efforts around extreme heat. Staff are working closely with municipal partners, Island Health and community agencies to implement this project over the next eight months.

Each year the CRD and municipal partners provide funding to the BC Sustainable Energy Association (BCSEA) to support climate action workshops for students in the capital region. The workshops empower youth to take action on climate change and build students' knowledge of the causes and impacts of climate change while they participate in a four-week challenge to reduce their energy consumption and carbon footprint at home with their families. This quarter, staff administered a joint procurement process on behalf of municipal partners. BCSEA is now actively recruiting classrooms to participate this school year.

Staff participated in and provided feedback in two provincial policy initiatives. The first was the BC Building Code 2018 Emissions and Energy Efficiency Standards public review. This amendment to the BC Building Code was intended to bring the BC Energy Step Code into full implementation as well as a new optional authority that would allow local governments to set

carbon pollution limits on new builds. CRD Climate Action and Building Inspection divisions collaborated on a response. Staff also participated in engagement sessions focused on the Intentions Paper for BC's proposed new flood strategy. The Intentions Paper provides a proposed strategic framework, including key program areas and proposed implementation actions to enhance flood risk reduction in the province.

In December, staff hosted a Climate Action Inter-Municipal Working Group (i.e., local government staff focused) meeting to review current projects and initiatives, discuss priorities and share learnings related to regional climate action. Corporately, staff continued to advance design work and installation of electric vehicle chargers for the CRD fleet. Staff also advanced the Greenhouse Gas Reduction Pathway feasibility study for three CRD recreation centres: Panorama Recreation Centre, SEAPARC Leisure Complex, and Rainbow Road Aquatic Centre. Results will be available in early 2023.



### REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE MEETING OF WEDNESDAY, JULY 3, 2019

### **SUBJECT** Capital Regional District Advocacy Strategy

### **ISSUE**

To approve an Advocacy Strategy to advance Board Priorities, Board approved Strategies and Operational Service mandates.

#### **BACKGROUND**

The Board completed the strategic planning process at the end of January 2019 and in February 2019, approved the Capital Regional District (CRD) Board Strategic Priorities 2019-2022. Four strategic priorities with 18 initiatives were identified to be advanced over the four year term. The Corporate Plan was subsequently developed and introduced corporate strategies and actions aimed at achieving the Board Priorities.

Each of the four Board Strategic priorities includes initiatives that require various types of advocacy to senior levels of government, public authorities and partners for support, to strengthen relationships, collaborate and form partnerships to address community needs. The Board Advocacy, Governance and Accountability priority sets out that the Board will advocate for infrastructure, regulatory, legislative, financial, and operational support to advance regional, subregional and local priorities, and work to resolve issues that the CRD may not have a direct mandate to address.

The need to develop a CRD Advocacy Strategy, included as Appendix A, was identified by the Chief Administrative Officer working with the Board Chair to inform specific advocacy initiatives and leverage the collective voice of Board members, partners and staff in efforts to contribute our experience and resources to advance solutions and achieve greater outcomes.

The document identifies various types of advocacy, approaches, objectives and methods in consideration of the different roles and objectives our advocates have internally and externally.

#### **ALTERNATIVES**

That the Governance and Finance Committee recommend to the Capital Regional District Board:

#### Alternative 1

That the CRD Advocacy Strategy be approved and form the basis for individual advocacy initiatives.

### Alternative 2

That the CRD Advocacy Strategy be referred back to staff for further information.

#### **IMPLICATIONS**

The Advocacy Strategy is not proposed as a Board policy and does not exclusively define or limit the role and responsibilities of Board members, partners or staff in advocacy initiatives. The intent of the strategy is to define how the CRD can become more effective in advocating for support and focus its governance and Committees and Commissions, partners and staff on transparently and efficiently advancing regional, sub-regional and local priorities.

#### CONCLUSION

The CRD Board Strategic Priorities 2019-2022 includes initiatives that require various types of advocacy to senior levels of government, public authorities and partners for support, to strengthen relationships, collaborate and form partnerships to address community needs. An Advocacy Strategy will inform specific advocacy initiatives and assist in achieving Board priorities.

### **RECOMMENDATION**

That the Finance Committee recommend to the Capital Regional District Board:

That the CRD Advocacy Strategy be approved and form the basis for individual advocacy initiatives.

Submitted by:
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Attachment: Appendix A: CRD Advocacy Strategy



### **Advocacy Strategy for the Capital Regional District**

The Board has been active early in the term advocating on several policy initiatives that flow from the approved 2019-2022 Board Priorities. To be effective in gaining the support of senior levels of government, local government and partners, the Term Priorities agreed to by the Board will remain the basis of the advocacy strategy, unless revised or updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. A successful advocacy strategy should be targeted, focused, and requires message discipline and consistency. Those we are advocating to need to understand what our priorities are and that we are committed to advancing them. The Board Priorities are organized under four themes with defined initiatives and desired outcomes.

#### **Board Priorities**

#### Community Wellbeing

Envisioning that residents have access to affordable housing that enhances community well-being.

Envisioning that residents have access to convenient, green and affordable multi-modal transportation systems that enhance community well-being.

#### Climate Action and Environmental Stewardship

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

#### First Nations Relations

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

#### Advocacy, Governance and Accountability

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

#### Governance

Within the legislative framework which the Board and administration of the Capital Regional District (CRD), Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) operate, the Board, its members and staff must work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region's residents. Board governance includes region wide general government and legislated authority as well as mandated and agreed on participant based sub-regional and local service delivery responsibilities that require infrastructure, regulatory, legislative, financial and operational support, to evolve and remain efficient and effective.

Residents and rate payers expect progressive action by the CRD to solve problems and advance regional, sub-regional and local priorities within its mandate in partnership and collaboration with other authorities. As orders of government, the CRD and CRHD are delegated powers to operate by the Province of British Columbia and as corporate entities and publicly accountable authorities, are able to enter into agreements, partnerships with other public authorities, other corporate entities and individuals. The CRHC is a wholly owned non-profit corporation of the CRD. Each entity may delegate or direct certain responsibilities including advocacy, however decisions of record including the priorities for advocacy are established by resolution of each individual Board.

#### **Advocacy Strategies**

For issues that require regional action outside the CRD's mandate, the Board can leverage the collective voice of its members, partners and staff to contribute its experience and resources to advance solutions and achieve greater outcomes. As a member of the Federation of Canadian Municipalities, Union of British Columbia Municipalities and Association of Vancouver Island Coastal Communities, and with member, director or staff representation in a variety of other organizations, the CRD has an opportunity advance our priorities and initiatives or seek the support these bodies as part of its advocacy strategy. Through its governance and service delivery mandate, the CRD also has the opportunity to directly advocate to the Provincial and Federal Government, government Ministries, appointed bodies and agencies and to partner with other entities.

#### **Board Advocacy**

Agreed on Board Priorities are the basis of the Board advocacy and the process for adding to those priorities is by Board resolutions with follow up actions typically directed through the Board Chair or the Executive Leadership Team. The Board Chair may ask for the support of other Directors to assist with efforts based on relationships, expertise and experience or participant jurisdiction and geography. While the Board collectively has responsibility for the interests of the electoral areas, it has included or may delegate specific advocacy to the electoral area Directors for those areas.

#### Inter-Regional Municipal and Electoral Area Advocacy

Board Priorities are only as strong as the support for them in our communities and working with the municipalities and electoral areas to ensure they support Board initiatives is key. The Board Chair, working directly with Board members, and the CAO working directly with Municipal CAOs should engage with elected officials and senior CRD, municipal and electoral area staff to ensure that there is a clear understanding of Board priorities, while identifying and responding to any divergent priorities to ensure alignment within any advocacy initiatives.

#### Corporate Advocacy

The CAO will lead corporate advocacy based on Board direction and the Corporate Plan. The CAO will lead the staff efforts on how best to drive initiatives forward with the right agreements and protocols with other organizations, and has delegated authority from the Board to enter into agreements including memorandums of understandings with other agencies. The CAO will work closely with the Chair and play a major role in supporting the Chair and Board in advocacy efforts and will update the Board quarterly.

An advocacy strategy must be flexible, nimble and pivot on emerging issues or opportunities and the CAO will respond to and assign specific priorities and strategies for action. The Board Priorities Quarterly Dashboard progress reports track resolutions of the Board, current initiatives and planned actions related to advocacy as well as other priorities.

Advocacy can include formal letters, requests for meetings, presentations, partnering with agencies, campaigns, advisories and announcements. Strong relationships with media who cover the CRD are essential to an effective advocacy strategy and engagement and outreach to editorial boards and media briefings, releases and advisories as well as the CRD website and social media posts are effective tools.

#### Service Mandate and Operational Advocacy

Under the direction of their General Manger, CRD staff participate in many conversations with regulators' and policy makers on efficient and effective service delivery approaches, and with organizations that engage with senior levels of government on policy and implementation. ELT will coordinate communications with senior levels of government on policy and implementation to ensure alignment with Board direction, service mandate and consistency of messaging in any advocacy.

Over the past few years local government associations and related organizations have increased their role in advocacy for the municipal sector. The CRD needs to stay active in these organizations and drive our issues into and through their process. At times senior levels of government will only consider policy changes that have been approved by these voices for our sector.

#### Potential Advocates

The following parties have been recognized as potential advocates and have been categorized based on each stakeholders' potential ability to influence the CRD's work (positively or negatively) or according to each stakeholder or groups interest in CRD and whether they are internal or external to the organization.

A Primary Level stakeholder or group interest has or may be identified as a result of a delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding with the CRD.

A Secondary Level stakeholder or group interest has or may be identified as a result of receiving a service or benefit, having a secondary or related affiliation with a primary group or stakeholder or having a mandate aligned with the CRD.

Internal stakeholders or groups include individuals or groups that have a duty or direct affiliation with the CRD or whose organizations participate directly or have a formal relationship with the CRD.

External stakeholders of groups include individuals or groups whose decision making authority either directly impacts the CRD at a Primary Level or whose decision making authority influences the CRD at a Secondary Level.

This categorization provides a focus for advocacy and communications activity by identify primary and secondary advocacy relationships and the preferred approach for advocacy.

### Advocacy Internal/External Stakeholders

Advocacy	Internal	External
Primary Level	Board Members and, Alternates  Member municipal councils  Delegated CRD Commission Members  Local Area Elected Officials  Local Area CAOs  Local Area Senior Staff	<ul> <li>Premier's office</li> <li>Province: Ministers, Ministers' offices and Deputy Ministers of select Government of BC ministries: Municipal Affairs, Transportation, Finance/Treasury Board, Infrastructure, Environment &amp; Sustainable Resource Development, Jobs, Skills, Training &amp; Labour, Energy, Innovation &amp; Advanced Education, Seniors (including Housing), Opposition Leaders</li> <li>Vancouver Island Region MLAs</li> <li>Federal Government – Vancouver Island Region MPs, Ministers and staff of select ministries (Industry Canada, Infrastructure Canada, Transport Canada, Health Canada, Intergovernmental Affairs, Natural Resources Canada, Employment and Social Development Canada)</li> </ul>
Secondary Level	Agencies and organizations who have entered into formal agreement with the CRD  CRD representatives appointed to an affiliated governance body	<ul> <li>First Nations</li> <li>Federation of Canadian Municipalities</li> <li>Union of BC Municipalities</li> <li>Association of Vancouver Island Coastal</li> <li>Communities</li> </ul>
Operational Level	ELT and designated staff who participate in various external initiatives, committees and groups as a representative of the organization.	<ul> <li>Membership in various Professional Associations, Boards and Groups</li> <li>Engagement work with Federal, Provincial, Institutional and Local Government staff.</li> <li>Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.</li> </ul>

### Advocacy Approach

Advocate	<b>Objectives</b>	Methods
Board Includes Board Members and Alternates	Advance Board priorities and actions required by other levels of government to address regional issues.	Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.
CRD Member Representatives  Member municipalities and Local Area Elected Officials.  Designated CRD Commissions and Commissioners	Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.	Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with municipal and commission interests.
Partnerships  Agencies and organizations who have entered into formal agreement with the CRD and/or a CRD representative is appointed to a governance body of that organization.	Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.	Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with agencies and organization's interest.
Staff ELT and designated staff who participate in various external initiatives, committees and groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.	Communicate formal CRD policy or position and share professional expertise.  Act on behalf of the organization to advance initiatives in support of Board and corporate priorities.	Advance Board and Corporate priorities as identified by the CRD Board, and included in the Corporate plan and other approved CRD Strategies when aligned with external agencies and organization's interests.

# Community Wellbeing Transportation & Housing





Tracking #	Issue	Objective		Advo	ocates		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.	<b>✓</b>	<b>✓</b>		<b>✓</b>	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.	✓		<b>√</b>	✓	Letter to Minister Farnworth	
20-01-02	Increased Transit Funding	Request for new investments and reliable annual funding to support increased public transportation.	✓	<b>√</b>	<b>✓</b>	✓	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	

# Community Wellbeing Transportation & Housing





Tracking #	Issue	<b>Objective</b>		Advo	cates		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.	<b>√</b>			<b>√</b>	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.	<b>√</b>			<b>√</b>	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.	<b>√</b>			<b>√</b>	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 Letter from Minister Alghabra

# Climate Action & Environmental Stewardship





Tracking #	Issue	Objective		Advo	cates		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.	<b>✓</b>	<b>✓</b>	<b>√</b>	✓	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 <u>Minister Heyman</u> Response from <u>Minister Heyman</u> Letter to <u>Minister McKenna</u>	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.	

### Climate Action & Environmental Stewardship





Tracking #	Issue	<b>O</b> bjective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-02-01	Climate Action Revenue Incentive Program (CARIP)	Ask provincial government to re-establish CARIP funding or similar program.	✓			<b>√</b>	Letter to <u>Premier John Horgan, Minister Osborne,</u> <u>Minister Heyman and Brian Frenkel (UBCM)</u> . Letter from <u>Minister Osborne</u>	
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.	V			✓	Letter to <u>Minister Heyman</u> Letter to <u>Minister Heyman</u> Letter to <u>Minister Heyman</u>	

### First Nations Reconcilliation





Tracking #	Issue	Objective	A	lvocates		Comments	Status/Update
			Board LG/E	A Partner S	itaff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.			✓	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.  Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOLELP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.	Ongoing
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.	<b>✓</b>			Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.	

## Advocacy, Governance & Accountability





Tracking #	Issue	Objective		Advo	ocates		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

## Advocacy, Governance & Accountability





Tracking #	Issue	<b>O</b> bjective		Advo	cates		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	
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.	✓	<b>✓</b>		✓	Letter to <u>Minister Robinson</u>	Ongoing
21-04-01	COVID Safe Restart Grant Inequity for Electoral Areas	Advocate to provide more equitable Safe Restart Grant	✓	<b>√</b>		✓	Letter to <u>Premier Horgan</u> requesting additional funding for the COVID-19 Safe Restart Grants for Local Government for Electoral Areas and First Nations.	

## Advocacy, Governance & Accountability





Tracking #	Issue	Objective		Advocates			Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		funding to Regional District Electoral Areas.					Letter to <u>UBCM</u> seeking advocacy on Safe Restart Grants for Local Government for Electoral Areas and First Nations.  Resolution to UBCM and AVICC.  Letter from <u>Deputy Minister Okenge Yuma Morisho</u> 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 <u>Prime Minister Trudeau and Deputy Prime</u> <u>Minister Chrystia Freeland</u> seeking advocacy and federal support.	
22-04-01	Greater Victoria Harbour Authority (GVHA)	Advocate for funding for the GVHA Shore Power Project	✓			✓	Letter to Minister LeBlanc seeking federal support Letter from Minister LeBlanc	
22-04-01	Speculation & Vacancy Tax – SSI Electoral Area	Advocate that Speculation & Vacancy Tax be applied to the Salt Spring Island Electoral Area	✓			✓	Letter to Minister Robinson Letter from Minister Robinson	





Tracking #	Issue	Objective		Advo	cates		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 <u>Ministers Popham, Heyman and Donaldson</u> Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from <u>Nancy Liesch, ED, Natural Resources</u>	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.	<b>✓</b>	<b>✓</b>	<b>✓</b>	✓	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.





Tracking #	Issue	Objective		Advo	cates		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.	<b>✓</b>				Letter to <u>Minister Donaldson</u> Letter from <u>ADM Paul Rasmussen</u>	Ongoing
19-05-08	Ocean Legacy Foundation Report	Seek favourable consideration and action on the five recommendations in the report.	<b>√</b>				Letter to <u>Minister Heyman</u> Letter from <u>Minister Heyman</u>	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.	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	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	<b>✓</b>	<b>√</b>			Letter to <u>UBCM and FCM</u> Board Chair and CAO had call with FCM on May 21  Board Chair and CAO had call with UBCM on June 4	





racking #   Issue		<b>Objective</b>		Advo	cates		Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	Government to broaden	one year subject to local					Letter from <u>FCM</u>	
	the guidelines of	government due diligence					Letter from <u>UBCM</u>	
	Community Works Funds	and as long as expenditures					UBCM indicated that they are generally aligned with	
	for capital and operating	are in the public interest.					the CRD position in their advocacy with FCM to the	
	expenditures as a result	·					Federal Government. UBCM is in engaged in discussions	
	of the COVID-19						with FCM and the Federal Government to utilize the	
	pandemic						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		Advo	ocates		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.	<b>√</b>		<b>✓</b>	<b>✓</b>	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.	<b>√</b>				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 - Q3, 2022 Service Budgets Greater than \$1,500,000

	ugets dieater than \$1,500	Operating Expenses						Operating Revenue							
				Year to Q3		,		Annual Forecast			Year to Q3		- ролого		Annual Forecast
Camila Name	Sandar Barraladar	Annual Budget \$	A streets A	or of Builder	2024 0/ -6 D	6.4	% Budget	Fundamentari	Annual Budget \$	A - 4 1 - A	0/ -f Dl4	2024 0/ -6 D		% Budget	Fundamentary
1.010	Service Description  Legislative & General	(Schedule A) 29,930,014	Actuals \$ 18,283,375	% of Budget	61%	\$ Annual Forecast 26,506,000	(over)/under	Explanation  Forecasted one-time savings primarily on temporary staff vacancies as well as partial deferral of HRIS and ERDMS consultancy to 2023.	(Schedule A) 29,930,014	Actuals \$ 23,945,363	% of Budget 80%	2021 % of Budget 86%	29,598,000		Explanation  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 for project consultancy costs deferred to 2023.
1.105	Facility Management	2,002,250	1,277,225	64%	62%	1,710,000	15%	Service involves the provision of facilities management services to CRD HQ and satelite facilities. Savings experienced due to staff vacancies.	2,002,250	1,445,240	72%	66%	1,885,000	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	1,407,954	78%	81%	1,755,000	3%	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 close plan for the year.	1,815,620	1,375,169	76%	72%	1,822,000	0%	Service provides office space to other CRD services and is on plan.
1.107	CRD Headquarters Building	1,815,620	1,407,954	78%	81%	1,755,001	3%	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 close plan for the year.	1,815,620	1,375,169	76%	72%	1,822,001	0%	Service provides office space to other CRD services and is on plan.
1.280	Regional Parks	16,859,411	12,379,010	73%	84%	15,250,000	10%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Forecasted temporary staff vacancies on new service levels for 2022 are partially offset by increased temporary auxiliary backfill, and one-time costs for studies and deferred maintenance.	16,859,411	16,933,800	100%	102%	17,000,000	-1%	Revenues are primarily from requisition and are on plan.
1.297	Arts Grants & Development	3,006,402	2,890,143	96%	96%	2,982,000	1%	Service is a grant funding service, which has fully distributed its grants at the end of Q3.	3,006,402	2,983,881	99%	99%	3,022,000	-1%	Revenues are primarily from requisition, and forecast slightly above plan due to additional internal recovery, and a voluntary contribution.
1.310	Land Banking & Housing	2,932,259	2,076,751	71%	72%	2,732,259	7%	Operating expenses under budget at Q3, with some annual savings forecasted from temporary staff vacancies.	2,932,259	2,451,754	84%	83%	2,882,259	2%	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	2,821,876	53%	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. Three grants were provided in Q3.	5,302,666	5,322,312	100%	100%	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	1,088,668	61%	64%	1,448,392	19%	Forecasted savings due to temporary staffing vacancies for two Building Inspectors and an Admin Clerk and lower travel expenses.	1,792,001	1,912,142	107%	88%	2,028,988	-13%	Service is funded approximately by 70% permit fee revenue, with balance funded by requisition and reserve. Permit fee revenue forecasted higher due to increased construction values and higher permit requests on Salt Spring Island and the Southern Gulf Islands.
1.324	Regional Planning Services	2,193,512	1,531,155	70%	56%	1,985,435	9%	Forecast lower than budget due to temporary staff vacancies for planning assistant position, and auxiliary staff support, low bike count program expenditure, and lower training and office supply costs.	2,193,512	1,955,788	89%	95%	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	3,140,522	73%	74%	4,257,000	2%	Service levels continue to recover towards pre-pandemic levels. Savings due to temporary non-program staff vacancies expected to continue into Q4. Forecasted to be on plan with usual seasonal increase in activity and programming through rest of the year.	4,328,565	4,015,394	93%	97%	4,458,000	-3%	Revenues are approximately 70% from requisition; 30% fees. It is anticipated that higher activity in the remaining quarter will result in actuals exceeding plan.
1.44X	Panorama Rec. Center	9,869,066	6,669,721	68%	68%	8,900,000	10%	Service levels are recovering to pre-pandemic levels. Savings due to temporary non-program and maintenance staff vacancies.	9,869,066	8,321,568	84%	95%	9,596,000	3%	Revenues are approximately 55% from requisition; 45% fees. It is anticipated that higher activity in the remaining quarter will result in actuals approaching plan.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	1,629,149	82%	75%	2,055,913	-3%	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. Electricity, maintenance, and supply costs have increased due to inflationary pressure. Emergency repairs to the Portlock Park office required in Q2 due to flooding.	1,988,640	1,838,502	92%	95%	1,998,133	0%	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	21,587,758	86%	67%	25,237,749	0%	Operational services are continuing as planned. Experienced extra heavy equipment services costs related to landfilling of standard refuse and controlled wastes. Expenses offset by savings on Leachate operations.	25,126,320	25,508,441	102%	97%	33,554,449	-34%	Overall Solid Waste Revenue for 2022 is forecasted to be higher than budget due to increased recycling, refuse and controlled waste volumes remaining higher than normal levels and to lesser extent due to delay in diversion programming.
1.576	Environmental Engineering Services	2,558,433	1,667,760	65%	57%	2,296,000	10%	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	1,919,417	75%	68%	2,353,000	8%	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 slightly below annual budget due to staff vacancies.
1.577	IW - Environmental Operations	12,251,889	8,757,264	71%	72%	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	9,256,305	76%	77%	12,278,529	0%	Revenues are a result of infrastructure operations providing services to CRD utilities, which continue to operate as planned. Revenue recovery is expected to meet the budget.
1.578	Environmental Protection and Water Quality	8,639,511	5,836,923	68%	69%	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	6,315,148	73%	76%	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	1,656,014	65%	64%	2,511,452	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	1,942,168	77%	74%	2,516,610	1%	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.

#### **Capital Regional District**

**Quarterly Operating Variance Report - Q3, 2022** 

Service Budgets Greater than \$1,500,000

			Operating Expenses						Operating Revenue						
				Year to Q3			Annual Forecast				Year to Q3				Annual Forecast
Service Number	Service Description	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	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
1.921	Regional CREST	1,764,110	1,319,877	75%	75%	1,765,832	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	1,764,646	100%	100%	1,767,289	0%	Operating revenues are primarily requisition and are on plan.
2.610	Saanich Peninsula Water Supply	7,517,025	5,541,055	74%	96%	7,728,400	-3%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to be higher than budget due to increased bulk water purchases.	7,517,025	6,504,880	87%	96%	7,890,000	-5%	Revenues are driven by seasonal water sales. Demand is forecast to be slightly higher than 2022 budget levels, resulting in a forecasted small favourable variance.
2.670	Regional Water Supply	36,539,270	18,889,390	52%	51%	36,365,822	0%	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	28,421,880	78%	85%	37,040,000	-1%	Revenues are driven by seasonal water sales. Demand is forecast largely in line with 2022 budget , with a small favourable variance forecasted for 2022.
2.680	Juan de Fuca Water Distribution	22,560,391	11,464,384	51%	57%	22,122,600	2%	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	18,336,015	81%	91%	23,084,500		Revenues are driven by seasonal water sales. Demand is forecast to be slightly higher than 2022 budget levels, resulting in a forecasted small favourable variance.
3.717	Core Area Wastewater Operations	30,150,711	20,994,412	70%	56%	27,703,002	8%	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 operating payments held back for operational optimization at the Residual Treatment Teality have provided temporary savings. Service overall is forecasted to have a favourable variance at year end.	30,150,711	28,367,110	94%	97%	28,367,110		Service revenues are primarily from requisition. Forecasted revenue is lower due to delays in operational readiness of the OMS receiving facility to received third party residuals at the Residual Treatment Facility.
3.718	Saanich Peninsula Wastewater	4,681,095	2,937,967	63%	61%	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	4,429,960	95%	95%	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	1,207,847	73%	68%	1,651,715	0%	Operational services are continuing as planned and forecasted to be in line with budget for the year.	1,647,875	1,515,921	92%	91%	1,651,715	0%	Service revenue is primarily from requisition. Overall revenue is expected to be on plan.
	Total Services above Other CRD Services Total CRD	239,804,746 36,890,833 276,695,579	87% 13%						239,804,746 36,890,833 276,695,579	87% 13%					

#### **Capital Regional District**

**Quarterly Operating Variance Report - Q3, 2022** 

Service Budgets Greater than \$1,500,000

					O	perating Expe	nses			Operating Revenue						
				Year to Q3				Annual Forecast			Year to Q3				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	24,986,229	74%	73%	33,171,558	2%	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	31,205,384	92%	93%	33,205,678	2%	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	1,887,422	63%	70%	2,706,000	10%	Savings forecasted due to temporary staff vacancies.	3,005,316	2,190,994	73%	73%	2,989,423	1%	Revenues are directly tied to property management fees, and forecasted on plan.	
CRHC	Development Services	566,273	311,637	55%	37%	451,598	20%	Savings forecasted due to temporary staff vacancies.	569,800	299,201	53%	35%	469,800	18%	Revenues are directly tied to capital project fees, and forecasted under budget due to temporary staff vacancies.	
CRHC	UOA buildings	12,520,664	9,195,925	73%	76%	12,423,854	1%	Forecast to be in line with budget. Minor savings forecasted due to temporary staff vacancies.	12,716,418	9,769,898	77%	76%	13,002,177	-2%	Revenues are approximately 85% revenue from tenant rents and 15% from subsidy grants. Revenue forecasted higher than budget due to some small rent increases and higher than anticipated occupancy rate.	
CRHC	ILBC building	685,970	504,613	74%	75%	692,472	-1%	Forecasted slightly above budget due to unexpected overnight attendant care expenses.	691,795	492,300	71%	72%	657,584	5%	Revenues are approximately 50% revenue from tenant rents and 50% from grants tied to occupancy controlled by Island Health. Reduction to forecast due to tenant vacancies.	
CRHC	NOA buildings	1,558,549	1,101,359	71%	73%	1,525,653	2%	Forecasted to be in line with budget. Some minor savings expected from timing of refinancing costs and caretaker vacancies.	1,683,290	1,251,167	74%	76%	1,668,380	1%	Revenues are 100% from tenant rents. Forecasted slightly below budget due to Q1 vacancies, which have stabilized in Q2 and Q3, and are anticipated to remain as planned.	
CRHC	RHFP buildings	7,984,357	5,900,690	74%	67%	7,806,031	2%	Forecasted to be in line with budget. Small savings in salaries offset by one-time maintenance and utilities expenses.	8,333,320	6,122,571	73%	65%	8,241,050	1%	Revenues are 100% from tenant rents. Forecast slightly below budget due to tenant vacancies.	
CRHC	IHI building	709,454	590,118	83%	73%	721,171	-2%	Small savings in salaries offset by some unexpected maintenance costs. Forecasted to be slightly above budget in 2022.	857,510	634,176	74%	77%	850,640	1%	Revenues are 100% revenue from tenant rents. Slightly below budget due to Q1 vacancies, which have stabilized in Q2 and Q3 and are anticipated to remain as planned.	
	Total CRHC Total Services (CRD + CRHD + CRHC)	27,030,583 337,676,552							27,857,449 338,503,418			•				

<sup>\*</sup>Amended Budget as at July 13, 2022 (#Bylaw 4498)

\*\*Amended Budget as at July 13, 2022 (CRHC Board Approved)

Department	Service Description	Capital Project Title
		CRD
	Core Area Wastewater	Core Area Wastewater Treatment Project
	Core Area Wastewater	Bowker Sewer Rehabilitation
	Core Area Wastewater	Marigold Electrical and Building Upgrades
	Core Area Wastewater	Annual Provisional Emergency Repairs
	Core Area Wastewater	SCADA and Radio Assessment
	Regional Water Supply	Goldstream IWS Field Office
	Regional Water Supply	Replacement of UV System
Integrated Water Services	Regional Water Supply	Butchart Dam No. 5 Remediation
	Regional Water Supply	Replace Gatehouse at Goldstream Entrance
	Regional Water Supply	RWS Supply Main No. 4 Upgrade
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA
	Regional Water Supply	Main No.3 Segment Replacement
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements
	JDF Water Distribution	Rocky Point Upgrades
	JDF Water Distribution	Goldstream AC Replacement
	JDF Water Distribution	AC Pipe Replacement Program

			Quarter 3		
Q3 Budget	Q3 Forecast	Q3 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q3 Variance Explanation (if necessary)
4,087,500	1,250,000	367,189	(882,811)	29%	Construction of all contracts is complete with the exception of some deficiencies and warranty work that will continue into Q1 of 2023. Remaining budget will be placed into Program Reserve funding remaining commitments, and liabilities in 2023.
5,000,000	50,000	11,872	(38,128)	24%	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 renains within scope and budget. Pre-construction meeting to occur in C4 of 2022. Completion of project currently estimated to be (3 of 2023).
950,000	75,000	41,406	(33,594)	55%	Review of design work continued in Q3 in order to prepare for construction in Q4 and into 2023. Project is on scope and budget, completion deferred to 2023.
250,000	250,000	187,747	(62,253)	75%	Q3 work on replacement costs for KIT motor and Shelf Spare Chopper Pump. 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.
250,000	40,000	1,532	(38,468)	4%	SCADA design costs continued in Q3. Main component purchases still delayed to begin in Q4 of 2022 due to design and delivery delays, with majority of spending occurring in 2023.
200,000	250,000	53,008	(196,992)	21%	Design work continued in Q3, identifying additional time required to consider implementation of the draft Green Building Policy. Detailed design work continuing through 2023, with construction deferred to 2024. Overall project in scope and budget.
1,150,000	30,000	46,362	16,362	155%	Specifications from Engineer of Record completed in Q3. RFP for procurement of UV systems will proceed in Q4. Overall project remains in scope and budget.
500,000	25,000	18,548	(6,452)	74%	Project management costs incurred in Q3 related to monitoring of Phase 1 remediation, completed in 2021. 2022 costs are forecast to be for further monitoring throughout the year, and determine of phase 2 remediation work if required. If Phase 2 remediation is required, construction will be deferred to 2023. Overall project in scope and budget.
750,000	550,000	249,802	(300,198)	45%	Construction start delayed due to slow contract submittals and execution, contractor resource and supply chain issues. Construction began in Q3, will continue thru Q4 and expected to complete Q1 2023.
400,000	15,000	17,479	2,479	117%	Internal resource constraints and project prioritization resulted in delay.  Main No. 4 will proceed in late Q4 with construction expected late 2023.  Overall project in scope and budget.
170,000	-	-	-	-	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
-	30,000	26,768	(3,232)	89%	Installation work completed in Q3. Planning and Design expected for Q4. Overall project in scope and budget.
200,000	-	-	÷	÷	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.
150,000	25,000	3,014	(21,986)	12%	Detailed design procurement activity in Q3, with delays due to internal resource availability. Detailed design, permitting and construction/installation forecast for 2022 and 2023, with overall project completion in 2024
700,000	2,000,000	1,419,577	(580,423)	71%	availability. Project remains in scope and budget.
800,000	-	36,598	36,598	3659800%	Design work continued and materials contract awarded in Q3. Materials to be purchased in Q4 and construction to begin Q1 2023. Construction budget and schedule are being reevaluated for the 2023 5-year capital plan.
600,000	966,000	531,220	(434,780)	55%	Work progressed toward close out on Florence Lake, final paving pushed into Q.4. Pipe replacement for Lagoon and Milburn roads will be deferred until after Goldstream AC Replacement project is complete.

As planned or better than plan
Changes to quarter forecast, no revision to annual plan
Change in annual plan
Changes to project plan (may result in 2022 Budget Amendment or included in 2023 Capital Plan)

Total 2022										
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Forecasted Budget Variance \$ (under) / over	% Budget							
16,350,000	3,052,771	(13,297,229)	19%							
8,475,000	255,791	(8,219,209)	3%							
2,200,000	172,127	(2,027,873)	8%							
1,000,000	577,046	(422,954)	58%							
800,000	153,032	(646,968)	19%							
3,350,000	112,185	(3,237,815)	3%							
3,100,000	216,772	(2,883,228)	7%							
2,000,000	66,566	(1,933,434)	3%							
1,710,000	1,004,297	(705,703)	59%							
1,500,000	32,479	(1,467,521)	2%							
1,205,250	255,000	(950,250)	21%							
1,000,000	77,836	(922,164)	8%							
600,000	2,000	(598,000)	0%							
600,000	30,587	(569,413)	5%							
8,871,000	7,551,469	(1,319,531)	85%							
5,100,000	1,195,741	(3,904,259)	23%							
3,000,000	2,321,327	(678,673)	77%							

		Status o	f Total Project Plan							
Scope	Timing	Budget	Notes							
	R		S - on plan T - completion deferred to 2023 B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							
			S - on plan T - on plan B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							
	R		S - on plan T - construction deferred to 2024 B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							
	R		S - on plan T - construction deferred to 2023 B - on plan							
	R		S - on plan T - completion deferred to Q1 2023 B - on plan							
	R		S - on plan T - construction deferred to 2023 B - on plan							
	R		S - on plan T - deliveries delayed to 2023 and 2024 B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							
	R		S - on plan T - construction deferred to 2023 B - on plan							
	R		S - on plan T - completion deferred to 2024 B - on plan							
	R		S - on plan T - completion deferred to 2023 B - on plan							

S - on plan

S - on plan

T - construction deferred to 2023 B - budget to be amended in 2023 plan

T - completion deferred to 2024 B - on plan

Department	Service Description	Capital Project Title					
	JDF Water Distribution	Bear Mountain Parkway Extension Supply Mains					
	JDF Water Distribution	Sun River Reservoir Replacement					
	JDF Water Distribution	Residential Service & Meter Replacement Program					
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)					
	JDF Water Distribution	Sooke Henlyn Supply & Distribution Mains					
	JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)					
	JDF Water Distribution	JDF Reservoir Upgrades					
Integrated Water	DF Water Distribution William Head & VGH Meter Replacement						
Services	JDF Water Distribution (DCC)	McCallum Pump Station and Tank 4					
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade					
	Regional Water Supply & JDF Distribution	Portable Pump Station					
	Saanich Peninsula Treatment Plant	Trunk Sewer Relining					
	Saanich Peninsula Treatment Plant	SPWWTP Concrete Tank Repairs					
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion					
	Saanich Peninsula Water Supply	Keating Cross Road Water Main					
	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator					
	Community Parks (SSI)	Centennial Park Upgrades					
Local Services	Parks and Recreation (SSI)	Recreation Centre Expansion					
	Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement					

			Quarter 3		
Q3 Budget	Q3 Forecast	Q3 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q3 Variance Explanation (if necessary)
-	-	-	-	-	Project construction costs forecast to be incurred in Q4 and in line with project budget. Project is dependent on receiving payment request and invoices from a 3rd party.
300,000	400,000	318,863	(81,137)	80%	Project construction continued in Q3. Project is on scope, in budget, and forecast to be complete in 2022.
325,000	325,000	259,763	(65,237)	80%	Annual Provisional program, for planned and replace-on-fail activity. Less activity in Q3 resulted from reduced labour available. Overall project is forecast to be in scope and budget.
110,000	÷	-	-	-	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	1	-	-	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.
200,000	254,000	77,908	(176,092)	31%	Progress on Ludlow pump station was delayed in waiting on motors to arrive for factory acceptance testing. Project progress is slow until factory testing is complete. On scope and budget, completion deferred to 2023.
200,000	300,000	12,629	(287,371)	4%	Walfred Reservoir phase has been priced, but awarding of construction delayed to Q4. Some additional wall safety related strutural considerations were initiated. Project on scope and budget, completion expected in 2023.
105,000	300,000	4,031	(295,969)	1%	No materials were ordered in Q3 as forecasted, but some project management work progressed on VGH portion of project. Investagatory work proceeding; construction deferred to 2023. In scope and budget.
2,000,000	2,000,000	1,273,135	(726,865)	64%	Bulk of construction work scheduled for Q3 and Q4 with completion into 2023. Overall project completion delayed until Q2 2023 due to equipment availability. Project is on scope and budget.
500,000	300,000	81,122	(218,878)	27%	Some equipment invoicing delayed due to delivery times, costs will land in Q4. Project expected to be complete late 2023 in scope and on budget.
430,000	5,000	6,263	1,263	125%	Design work in Q3, initial 25% cost for pump station will be incurred in Q4. Overall project to be completed in 2023 within scope and budget.
500,000	35,000	31,981	(3,019)	91%	Design work in Q3, Construction Contract Award targeted for Q1 2023. Overall project within scope and budget.
580,000	1,040,678	847,261	(193,417)	81%	Vendor delays on some minor items resulted in variance for Q3 and project will now be completed in Q4. Overall project forceast is within scope and budget.
500,000	80,000	-	(80,000)	0%	No progress in Q3 due to prioritization of staff resources. Work rescheduled for start in Q1 2023.
100,000	-	=	-	÷	This water main replacement project is driven by the MoTi Keating Cross Road Over Pass project. MoTi has indicated that the water main portion of its project will likely occur in the spring of 2023.
400,000	-	-			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. Overall project within scope and expected to start Ω2 2023 with revised budget.
150,000	25,000	62,209	37,209	249%	Design phase completed in Q3. Construction delayed to Q1 2023 pending review of project scope. Estimated completion in Q2 2023. Project is over budget with planned amendment to 2023 capital plan.
-	151,000	19,647	(131,353)	13%	Bulk of spending occurred before 2022, under prior year's capital plan. Q3 costs are for payment of holdback for construction services in incurred in Q1. Deblery of passenger bus delayed to Q4. Project to be completed in 2022.
1,800,000	100,000	91,669	(8,331)	92%	Spending under budget in Q3 due to delay in design schedule. Completion of design phase expected by end of Q4. Expect to start construction in Q2 2023 and take delivery of plant equipment later in 2023. Project is in scope and on budget.

					1		
	Total 20	22				Status o	f Total Project Plan
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Forecasted Budget Variance \$ (under) / over	% Budget	Scope	Timing	Budget	Notes
1,500,000	1,500,000	-	100%				S - on plan T - deferred to Q4 2022 B - on plan
1,475,000	1,474,967	(33)	100%				S - on plan T - on plan B - on plan
1,300,000	979,565	(320,435)	75%				S - on plan T - on plan B - on plan
1,060,000	-	(1,060,000)	0%		R		S - on plan T - delayed to 2023 and 2024 B - on plan
1,000,000	-	(1,000,000)	0%		R		S - on plan T - deferred to 2023 B - on plan
700,000	514,095	(185,905)	73%		R		S - on plan T - completion deferred to 2023 B - on plan
650,000	355,452	(294,548)	55%		R		S - on plan T - completion deferred to 2023 B - on plan
550,000	44,574	(505,427)	8%		R		S - on plan T - construction deferred to 2023 B - on plan
8,000,000	3,726,041	(4,273,959)	47%		R		S - on plan T - completion deferred to Q2 2023 B - on plan
1,250,000	586,408	(663,592)	47%		R		S - on plan T - completion deferred to 2023 B - on plan
550,000	202,681	(347,320)	37%		R		S - on plan T - completion deferred to 2023 B - on plan
1,050,000	73,265	(976,735)	7%		R		S - on plan T - completion deferred to 2023 B - on plan
1,600,000	1,596,583	(3,417)	100%				S - on plan T - completion deferred to Q4 2022 B - 2022 amended, on plan
1,775,000	-	(1,775,000)	0%		R		S - on plan T - planning deferred to 2023 B - on plan
1,000,000	-	(1,000,000)	0%		R		S - on plan T - deferred to 2023 B - on plan
815,000	-	(815,000)	0%		R	R	S - on plan T - deferred to 2023 B - budget to be amended in 2023 plan
600,000	287,393	(312,607)	48%		R	R	S - on plan T - completion delayed until 2023 B - budget to be amended in 2023 plan
1,202,735	384,333	(818,402)	32%				S - on plan T - on plan B - on plan
4,100,000	544,694	(3,555,306)	13%		R		S - on plan T - construction delayed until 2023 B - on plan

#### Capital Regional District 2022 - Quarter 3 - Capital Plan Report Projects Greater than \$500,000

Department	Service Description	Capital Project Title			
	Regional Parks	Construct E&N Trail Phases 3 & 4			
	Regional Parks	Purchase and Install Elk Lake Remediation Systems			
	Regional Parks	Mayne Island Demonstration Trail			
	Regional Parks	Construct Hamsterly Beach Washroom			
	Regional Parks	Repair GGRT Bridges (5)			
	Panorama Recreation	Heat Recovery Plant			
Parks and Environmental Services	Panorama Recreation	Multi-Purpose Sports Field			
	Environmental Resource Management	Aggregate Production for Internal Use			
	Environmental Resource Management	Landfill Gas Utilization			
	Environmental Resource Management	Lower Lagoon Bank Emergency Stability Improvements			
	Environmental Resource Management	Cell 4 Liner Installation			
	Millstream Site Remediation	Millstream Remediation			
Facilities	CRD Headquarters	Interior Renovations			
Royal Theatre	Royal Theatre	Repair Building Envelope			
McPherson Theatre	McPherson Theatre	Repair East Elevation Wall			
		Total Projects >\$500k			
		Total Projects <\$500K; Potential Parkland Acquisitions			

Total Projects

			Quarter 3		
Q3 Budget	Q3 Forecast	Q3 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q3 Variance Explanation (if necessary)
500,000	200,000	13,343	(186,657)	7%	Phase 4 being lead by City of Victoria, City is focusing on City only aspects of the project with CRD funded phases delayed to 2023.
438,500	-	69,126	69,126	6912600%	Project design and tendering occurred during Q3. Project equipment purchases to occur in Q4, with construction delayed to Q1 2023.
550,000	550,000	59,542	(490,458)	11%	Construction contract issued in late Q3 with work to start in Q4 and continue through 2023.
370,000	370,000	330,670	(39,330)	89%	Constuctoin progessing in Q3, with substantial completion in Q4 2022. Final permitting forecast for Q1 2023.
300,000	140,000	36,309	(103,691)	26%	Construction of Velich Creek bridge started in Q3, with primary construction to occur in Q4. Two remaining bridge retrofits will be complete in 2023.
817,666	-	-	-	-	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.
-	600,000	8,018	(591,982)	1%	Project is complete and in use. Minor invoicing items be resolved Q3 & Q4. Value of Jump Start contribution is being finalized for inclusion in Q4 reporting. Jump Start directly contracted the final sport court complex and donated to the CRD.
2,130,000	2,130,000	448,672	(1,681,328)	21%	Phase 2 Blasting, Excavation and Stockpiling continued in Q3. 2022 phase of project forecasted to be completed in scope and on budget. Multi-year project will end in 2023.
3,030,250	2,400,000	2,214,689	(185,311)	92%	Project agreement including the design-build of the facility, along with a 25-year operations and maintenance was signed in 0.3.60% design package development has been completed in Q3; \$6M will be carried forward to 2023.
275,000	275,000	29,155	(245,845)	11%	Emergency Stability Improvements work continued in Q3. Due to staff departures and a prolonged recruitement process, this project is behind schedule. The majority of this work will be completed in 2023.
20,000	15,000	12,899	(2,101)	86%	RFP issued in Q3. Tenders will be evaluated in Q4 2022, and the majority of this work will be completed in 2023.
100,000	140,000	60,868	(79,132)	43%	Project management on environmental remediations occurred in Q3, awaiting Ministry of Environment approval. Investigation and remediation is forecast to be delayed to Q4. Ministry of Environment approval anticipated in 2023. Overall project in scope and budget.
700,000	700,000	785,785	85,785	112%	Progress on 1st Floor renovation progressing on pace, with final section to be complete in Q1 2023. Other floor under design and projected to complete in Q2 2023.
250,000	20,000	-	(20,000)	0%	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.
703,000	-	21,123	21,123	2112250%	Scope of project has been re-evaluated. Project limited in 2022 to re- pointing brickwork, and analyzing the effect. Construction deferred to 2023, on budget.

(8,222,876)

34,541,916

18,411,678 10,188,802

udget roved         Total 2022 Forecasted Budget Variance \$ (under) / over         % Budget Variance \$ (under) / over           1,200,000         106,076         (1,093,924)           1,367,000         587,793         (779,207)           1,014,425         522,371         (492,054)           720,000         720,000         0           929,000         820,629         (108,371)	Forecasted Budget Variance \$ (under) / over (1,093,924) (779,207) (492,054)	Forecast  106,076  587,793  522,371  720,000	Total 2022 Amended Budget (as per approved budget) 1,200,000 1,367,000 1,014,425 720,000
1,367,000	(779,207) (492,054)	\$87,793 \$22,371 720,000	1,367,000 1,014,425
1,014,425 522,371 (492,054) 720,000 720,000 0 929,000 820,629 (108,371) 2,452,998 - (2,452,998)	(492,054) 0	522,371 720,000	1,014,425
720,000 720,000 0 929,000 820,629 (108,371) 2,452,998 - (2,452,998)	0	720,000	
929,000 820,629 (108,371) 2,452,998 - (2,452,998)			720,000
2,452,998 - (2,452,998)	(108,371)	920.020	
		620,629	929,000
864,704 821,308 (43,396)	(2,452,998)	-	2,452,998
	(43,396)	821,308	864,704
6,635,000 6,549,802 (85,198)	(85,198)	6,549,802	6,635,000
11,265,000 5,166,688 (6,098,312)	(6,098,312)	5,166,688	11,265,000
800,000 262,635 (537,365)	(537,365)	262,635	800,000
2,000,000 312,899 (1,687,101)	(1,687,101)	312,899	2,000,000
750,000 258,092 (491,908)	(491,908)	258,092	750,000
2,640,000 2,752,108 112,108	112,108	2,752,108	2,640,000
750,000 - (750,000)	(750,000)	-	750,000
2,109,000 121,123 (1,987,878)	(1,987,878)	121,123	2,109,000
36,112 48,348,604 (78,187,508)	(78,187,508)	48,348,604	126,536,112

188,838,711

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
	Changes to project plan (may result in 2022 Budget Amendment or
R	included in 2023 Capital Plan)

		Status o	f Total Project Plan
Scope	Timing	Budget	Notes
	R		S - on plan T - completion deferred to Q2 2023 B - on plan
	R		S - on plan T - completion deferred to 2023 B - on plan
	R		S - on plan T - on plan for completion in 2024 B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - on plan for completion in 2023 B - 2022 amended, on plan
	R		S - on plan T - deferred pending grant funding B - on plan
			S - on plan T - on plan B - better than plan
			S - on plan T - on plan B - 2022 amended, on plan
	R		S - on plan T - project completion deferred to 2023 B - on plan
	R		S - on plan T -project completion deferred to 2023 B - on plan
	R		S - on plan T -project completion deferred to 2023 B - on plan
	R		S - on plan T - completion deferred to 2023 B - on plan
		R	S - on plan T - on plan B - amendment required in Q4
	R		S - on plan T - deferred pending on grant funding B - on plan
	R		S - being re-evaluated T - construction deferred to 2023 B - on plan

Page 3 of 4

#### Capital Regional District 2022 - Quarter 3 - Capital Plan Report Projects Greater than \$500,000

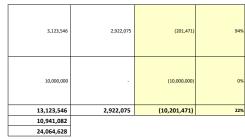
Department	Service Description	Capital Project Title
		CRHD
Planning & Protective	Capital Regional Hospital	Oak Bay Lodge Demolition
Services	District	Regional Housing First Program Contribution
		Total Projects >\$500k
		Total Projects <\$500K; Capital Grants
		Total Projects

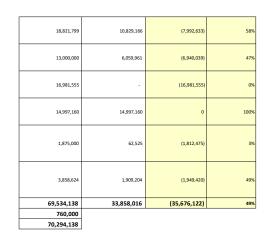
	CRHC				
		Michigan redevelopment Housing			
		Caledonia Redevelopment Housing			
		Prosser Prepaid Lease			
Planning & Protective Services	Regional Housing	Triway Redevelopment Housing			
		Carey Lane BER			
		Routine Capital			
		Total Projects >\$500k			
		Total Projects <\$500K			
		Total Projects			

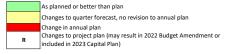
			Quarter 3	Quarter 3						
Q3 Budget	Q3 Forecast	Q3 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q3 Variance Explanation (if necessary)					
905,142	701,811	703,672	1,861	100%	Project was completed in Q3.					
-	-	-	-	-	Contribution to RHFP forecast to occur in Q1 2023.					
905,142	701,811	703,672	1,861	100%						

18,767,129	19,671,725	10,746,741	(8,924,984)	55%	
771,725	771,725	363,727	(407,998)	47%	Routine upgrades of housing townhouses and apt buildings are affected by tenant moveouts, trades availability and weather.
100,000	100,000	9,330	(90,670)	9%	Design and planning costs incurred in Q3 also captures increased project scope due to increased funding for HVAC upgrades. Construction forecast to begin in 2023.
5,998,864	5,600,000	4,974,503	(625,497)	89%	Variance due to construction draws. Project completion forecast for Q4 2022, on scope and budget.
-	-	-	-	-	Turnkey purchase anticipated to be delayed to early 2023. Overall project in scope and budget.
6,250,000	6,000,000	2,171,573	(3,828,427)	36%	Q3 variance due to timing of construction draws and delay in excavation and foundation permits. Overall project in scope with forecasted completion for end of 2024.
5,646,540	7,200,000	3,227,608	(3,972,392)	45%	Q3 variance due to timing of construction draws and building permit.  Overall project in scope and budget, with forecasted completion for end of 2023.

	Total 20	22	
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Forecasted Budget Variance \$ (under) / over	% Budget







		Status o	f Total Project Plan
Scope	Timing	Budget	Notes



	R		S - on plan T - costs delayed to 2023 B - on plan
	R		S - on plan T - costs delayed to 2023 B - on plan
	R		S - on plan T - acquisition delayed to 2023 B - on plan
			S - on plan T - on plan B - on plan
R	R	R	S - increased scope T - construction deferred to 2023 B - to be re-evaluated in 2023
	R		S - on plan T - costs delayed to 2023 B - on plan



#### APPENDIX I HUMAN RESOURCES TRENDS AND CORPORATE SAFETY

# OPEN CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 11, 2023

#### 1. Workforce Composition and Turnover

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 414 auxiliary staff through Quarter 3. In addition, the CRD has almost 1,500 registered volunteers to assist in the support of many of its services and programs, including volunteer fire services and emergency response and support. 89.3% 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 9.5 years and 45.7 years respectively. Turnover rates, including retirement rates, are trending upwards from the previous year, with retirements accounting for approximately 30% of all employee turnover. A large amount of turnover is related to the conclusion of seasonal and summer employment opportunities.

Table 1:

Table 1.					
Corporate CRD	CRD Current	CRD	Industry	CRD	Industry
Human Capital	(By Quarter	Current	Average	Annual	Average
Performance	2022)	(Annual	(Annual	(2021)	(2021)
Metric		2022)	2022)		
Total Unionized	Q1: 89.4%	89.3%	81.9%	89.7%	82.4%
Workforce (all staff)	Q2: 90.0%				
•	Q3: 88.6%				
Average Length of Service	Q1: 9.6 years	9.5 years	11.2 years	9.8 years	11.0 years
(regular staff)	Q2: 9.5 years				
	Q3:9.5 years				
Average	Q1:45.7 years	45.7 years	46.9 years	45.9 years	46.7 years
Employee Age (regular staff)	Q2:45.7 years				
,	Q3:45.8 years				
Turnover Rate /	Q1: 3.0%	8.9% (2.5%	8.1% (2.4%	8.9% (2.2%	8.5% (2.7%
Retirement Rate	(0.8% retire.)	retirements)	retirements)	retirements)	retirements)
(regular staff)	Q2: 1.8%				
	(0.6% retire.)				
	Q3: 4.1%				
	(1.1% retire.)				

#### 2. Job Opportunities

By means of 308 job postings, a total of 490 individual job opportunities were open for competition through Quarter 3. This figure exceeds the full year prior, which was the highest on record at that time. The CRD's vacancy rate for regular staff positions remains below industry average; however, we have seen the impacts of the economic conditions, including the low unemployment rate and higher costs of living, impact our recruitment activities. The CRD continue to review and modify recruitment strategies and approaches as needed 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 3, and 822 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 Q3: 153	490	N/A	419	N/A
Vacancy Rate (regular staff)	Q1: 1.9% Q2: 2.1% Q3: 4.6%	2.5%	4.7%	1.3%	5.2%

#### 3. Absenteeism and Occupational Health and Safety

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 3 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 through Quarter 3, which have since been eliminated in Quarter 4. As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained.

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% Q3: 4.6%	5.3%	5.9%	3.9%	4.6%
WorkSafeBC Employer Rate (all staff)	Q1: 2.05% Q2: 2.05% Q3: 2.05%	2.05%	2.92%	2.09%	2.60%

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 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 continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.



# REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WWEDNESDAY, JANUARY 11, 2023

#### **SUBJECT** Report on Sooke Basin Aquaculture Proposal

#### **ISSUE SUMMARY**

To provide background information on the proposed on-land seaweed aquaculture proposal in East Sooke.

#### **BACKGROUND**

At the December 14, 2022, Electoral Areas Committee meeting, concerns were raised regarding a proposed on-land seaweed aquaculture facility under development in East Sooke. The concerns include that the species of seaweed to be cultured may be an invasive species (*Asparagopsis*), the need for listing of this species on federal and provincial invasive species lists, and the enforcement of invasive species regulations.

At the December 14, 2022, Capital Regional District (CRD) Board meeting, Board members moved that the concerns regarding the potentially invasive seaweed aquaculture in Sooke Basin be referred to appropriate provincial and federal agencies and request the updating and enforcement of regulations for such species as soon as possible. The Board deferred consideration of the motion until the Electoral Areas Committee could consider more information on the proposal. This report summarizes the available information regarding this project, appropriate permitting requirements, and jurisdictional roles for consideration.

#### Project Proposal

Synergraze Inc., an Alberta-based company (the company) intends to build a land-based seaweed aquaculture facility on the upland property owned by the Royal Canadian Marine Search and Rescue (RCMSAR) in East Sooke. The company will also use intertidal crown land (currently under a license of occupation by T'Sou-ke First Nation for shellfish harvesting) to place polyvinyl chloride pipes that will pump seawater up to the facility (maximum withdrawal 16.4 l/sec), and from which the facility will discharge. The overall goal of the project is to mass produce a marine algae species for use as an additive in cattle feed to reduce methane emissions.

The company has applied for a commercial general License of Occupation for the crown land (intertidal land within T'Sou-ke Nation's existing shellfish tenure) for more than 30 years for the year-round operation of this facility. The purpose of the License of Occupation in the intertidal is for the intake and discharge lines that will provide seawater to the facility and enable discharge of used seawater back into Sooke Basin. According to the Crown Land Tenure Application, the company has long-term agreements (30+ years) in place with RCMSAR and T'Sou-ke Nation regarding this project.

The company has initiated a waste discharge permit from the Ministry of Environment & Climate Change Strategy, and the status of the permit is pending the final application. Ministry staff have indicated that the applicant is required to engage with local government, including the District of Sooke and the CRD, prior to submitting the final application for a waste discharge permit.

ENVS-1845500539-7970 EPRO2023-001

CRD staff could not confirm the marine algae species intended to be commercially grown in this facility after reviewing publicly available information including the crown tenure permits, online searches, and discussions with federal and provincial staff. Staff also requested information on the algal species from the company but did not receive a reply.

Use of Marine Algae to Reduce Methane Emissions from Cattle

Algae biomass production as a food additive for cattle to reduce methane emissions is gaining prominence worldwide and is moving to the pilot stage of commercialization. A cursory review of the literature indicated only the red algae species *Asparagopsis* is being used for this purpose. Research indicates that *Asparagopsis* contain secondary metabolites called brominated halogenated compounds that stop animals with rumens from emitting methane. Studies indicate that replacing just 0.2 to 1 percent of the diet of these animals with *Asparagopsis* has the potential to reduce their methane production by 80 percent or more.

#### Permitting Jurisdictions

The Department of Fisheries and Oceans Canada (DFO) is responsible for issuing BC aquaculture licenses for marine finfish, shellfish, and freshwater (or land-based) operations. The Province is responsible for licensing the commercial harvest of marine plants. However, there does not appear to be a category to cover a land-based commercial marine plant aquaculture operation within the provincial licensing process.

Provincial staff within the Aquaculture Section of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development confirmed that an aquatic plant license is not required for this land-based facility. An aquatic plant license is only required when the end-use of the product is to be used for human consumption. The Province is responsible for issuing aquatic plant licenses, but not responsible for listing marine invasive plant species.

#### Invasive Species Lists

The Province maintains the list of priority invasive species in BC which encompasses terrestrial and freshwater flora and fauna only. Listing of marine invasive species are the jurisdiction of DFO, and staff monitor for emerging invasive species and collaborate with international partners to update their watch lists.

Currently *Asparagopsis* is not on DFO's marine invasive species list. DFO's aquatic invasive species staff are aware of *Asparagopsis* as a species of concern, and of this proposed aquaculture project in East Sooke. DFO staff confirmed that there are no DFO permits required for this aquaculture operation. However, DFO staff plan to engage with the company to ensure compliance with the relevant regulations.

Staff have not been able to determine what algae species will be used for this project. If the species used is native to the Pacific Northwest, then there are no concerns. However, if *Asparagopsis* is used, then there are the following concerns:

Asparagopsis are widely distributed in temperate, subtropical and tropical oceans in the
intertidal and subtidal zones. These species are on international invasive species watch
lists, and are considered highly invasive from the Mediterranean Sea to the waters around
Britain and Scotland.

ENVS-1845500539-7970 EPRO2023-001

Asparagopsis have a complex natural history with three unique forms during its life cycle.
 One form includes very small spores which could potentially be discharged into Sooke Basin under the current plant design.

Under the current provincial and federal regulatory framework, there does not appear to be an aquaculture licensing requirement for a land-based, commercial marine plant operation if the harvested species are not used for human consumption.

#### CONCLUSION

The CRD Board requested additional information on a proposed aquaculture operation to be situated in Sooke Basin. Staff evaluated concerns for potential invasive species implications and jurisdictional reviews. Provincial and federal agencies have the authority and oversight to review and approve this project. Staff will continue to discuss the potential environmental concerns with provincial and federal staff and will provide comment on the waste discharge permit application when it is referred to the CRD.

#### **RECOMMENDATION**

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

Submitted by:	Glenn Harris, Ph.D., R.P.Bio., Senior Manager, Environmental Protection
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ENVS-1845500539-7970 EPRO2023-001



# TO REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 04, 2023

**SUBJECT** Bylaw No. 4536: Security Issuing Bylaw, Spring 2023

#### **ISSUE SUMMARY**

Approval of the security issuing Bylaw No. 4536 for borrowings by the Capital Regional District (CRD).

#### **BACKGROUND**

To meet the Municipal Finance Authority (MFA) Spring 2023 borrowing requirements, the CRD must adopt a security issuing bylaw per Sections 410 and 411 of the *Local Government Act*. The legislation requires an adopted security issuing bylaw prior to the MFA's issue of debt authorized under loan authorization bylaws for both CRD's own borrowings and borrowings on behalf of municipalities requesting debt. The adoption of the CRD security issuing bylaw 4536 will provide the authority to enter the Spring 2022 MFA debenture issue in the amount of \$4,204,000 with a repayment term over 15 years as outlined in Table 1 below.

Debt issuance is undertaken twice annually by the Municipal Finance Authority (MFA). The process requires the CRD Board to adopt separate security issuing bylaws for each borrower.

The approved bylaws are then submitted to the Ministry of Municipal Affairs for approval.

The CRD is requesting the issuance of securities as follows in Table 1 below:

**TABLE 1: Capital Regional District Financial Plan Borrowing – (\$ Millions)** 

Security Issuing	0	LOAN AUTHORIZATION				Term	Issue	Notes
Bylaw No.	Service	Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)	of issue	amount (\$M)	Notes
4526	Regional Water Supply	4382	\$46.000	\$0.000	\$46.000	15	\$4.000	2023 Capital Plan Projects
4536	Florence Lake Water System	4394	\$0.300	\$0.000	\$0.300	15	\$0.204	Water Distribution Infrastructure
	TOTAL						\$4.204	

There were no municipal requests submitted to the CRD for the MFA 2023 Spring Issue.

#### **ALTERNATIVES**

#### Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4536, "Security Issuing Bylaw No. 1, 2023", be introduced and read a first, second, and third time; and
- 2. That Bylaw No. 4536 be adopted.

#### Alternative 2

That adoption of Bylaw No. 4536 be deferred back to staff for amendments.

#### **IMPLICATIONS**

#### Financial Implications

The CRD funds capital projects through various sources including long term borrowing. Debt is one financing tool utilized to spread costs of capital over time. Financial implications for borrowings are included within the approved financial plan bylaw for the respective years.

The Regional Water Supply request of \$4.0M is a partial draw of approved borrowing identified in the 2023 Capital Plan required to fund various equipment procurement and infrastructure projects.

The Florence Lake Water Service borrowing of \$0.204M is the first and final draw of funding to facilitate capital expenditures related to major infrastructure improvements following the conversion of the improvement district to a CRD service.

#### **Borrowing and Rate Details**

Each borrowing request will be funded by the MFA as part of the spring issue, with proceeds anticipated in April. The amortization period of the loan is stipulated in the loan authorization bylaws which are based on the period established during the public approval process. The rate and initial term will be determined by the MFA at time of issue in April. As of 2021, the period with which rates will be locked may differ from the historical 10-year initial term. Depending on market conditions at the time of issuance, the MFA may use longer initial and renewal periods under certain market conditions.

As of December 20, 2022, the current indicative market interest provided by the Municipal Finance Authority of BC are:

Loan Amortization	MFABC – Indicative Rates
5 years	3.44%
10 years	3.78%
15 years	4.13%
20 years	4.22%
25 years	4.22%
30 years	4.22%

MFA issues rate forecasts to be used for financial planning and analytical purposes. As part of the CRD Financial Planning process each year, MFA indicative rates are used to estimate planned principal and interest costs.

#### CONCLUSION

The CRD through security issuing bylaw is enabled to borrow from the MFA for both regional district and municipal borrowings. No municipal requests for the Spring MFA 2023 issue have been submitted to the CRD. The services and municipalities requesting the borrowing will bear the resulting debt service costs. Approval of these bylaws is recommended to permit participation in the MFA Spring 2023 debt issuance.

#### RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4536, "Security Issuing Bylaw No. 1, 2023", be introduced and read a first, second, and third time; and
- 2. That Bylaw No. 4536 be adopted.

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

#### ATTACHMENT(S)

Appendix A: Bylaw No. 4536, Security Issuing Bylaw No. 1, 2023

# CAPITAL REGIONAL DISTRICT BYLAW NO. 4536

# A BYLAW TO AUTHORIZE ENTERING INTO AN AGREEMENT RESPECTING FINANCING BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA

#### WHEREAS:

- A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for Regional Districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the Regional District on whose request the financing is undertaken;
- B. Under the provisions of section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, and the amount being issued under the authority thereof by this bylaw;
- C. The table contained in this bylaw is to provide clarity and information for the purposes of this bylaw;
- D. The Board of the Capital Regional District (the "Regional District") hereby requests that such financing shall be undertaken through the Authority.

**NOW THEREFORE** the Board of the Regional District in open meeting assembled enacts as follows:

1. The Authority is hereby requested and authorized to finance from time to time the undertakings, as further described in the Loan Authorization Table below, at the sole cost and on behalf of the Regional District up to, but not exceeding Four Million and Two Hundred and Four Thousand Dollars (\$4,204,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$4,204,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

Security Issuing		LOAN AUTHORIZATION				Term	Issue		
Bylaw No.	Service	Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)	of issue		amount (\$M)	Notes
4536	Regional Water Supply	4382	\$46.000	\$0.000	\$46.000	15	\$4.000	2023 Capital Plan Projects	
4336	Florence Lake Water System	4394	\$0.300	\$0.000	\$0.300	15	\$0.204	Water Distribution Infrastructure	
	TOTAL						\$4.204		

- 2. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
- 3. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under Section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
- 4. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.
- 5. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
- 6. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
- 7. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Regional District Loan Authorization Bylaws No. 4382 and 4394

Bylaw No. 4536 Page 3

if the anticipated revenues accruing to the Regional District from the operation of the "Water Supply Local Service Establishment Bylaw No. 1, 1997" and the "Florence Lake Water System Local Service Establishment Bylaw No. 1, 2020" services are at any time insufficient to meet the annual payment of interest and the repayment of principal in any year, there shall be requisitioned an amount sufficient to meet such insufficiency.

- 8. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Board of the Regional District shall make due provision to discharge such liability.
- 9. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
- 10. This bylaw may be cited as "Security Issuing Bylaw No. 1, 2023".

CHAIR	COF	RPORATE OFFICER	-
ADOPTED THIS	th	day of	20
READ A THIRD TIME THIS	th	day of	20
READ A SECOND TIME THIS	th	day of	20
READ A FIRST TIME THIS	th	day of	20

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

# CANADA PROVINCE OF BRITISH COLUMBIA

# AGREEMENT

Regional District	: of
Saanich, British Columbia, the sum of money of Canada, together with interest the varying rates of interest, calculated semi-arthis Agreement; and payments of principal attached commencing on the day of _ the payments of principal and interest here Authority undertaken on behalf of the Region	(the "Regional District") he promises to pay to Columbia (the "Authority") at its Head Office in DOLLARS (\$) in lawful ereon from the day of 20, at noually, in each and every year during the currency and interest shall be as specified in the schedule 20, provided that in the event under are insufficient to satisfy the obligations of the onal District, the Regional District shall pay over to icient to discharge the obligations of the Regional
DATED at, Brit 20	tish Columbia, this day of,
	IN TESTIMONY WHEREOF and under the authority of Bylaw # cited as " this Agreement is sealed with the Corporate Seal of the Regional District of and signed by the Chair and Treasurer thereof.
	Chair
	 Treasurer
	ertify that the within Agreement has been lawfully and is not open to question on any ground whatsoever mbia.
Deputy Inspector of M	Municipalities of British Columbia

#### PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

Date of Payment	Total Payment	Principal/Sinking Fund Deposit	Interest
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$



# REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 04, 2023

**SUBJECT** Bylaw No. 4532: Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 1, 2022

#### **ISSUE SUMMARY**

Approval of a Temporary Borrowing Bylaw authorizing short-term funds for projects included in the approved five-year capital plan for the Seagirt Water System upgrades.

#### **BACKGROUND**

Following a successful elector assent approval process the Capital Regional District (CRD) Board adopted Loan Authorization Bylaw No. 4488 at its meeting of December 14, 2022. Bylaw No. 4488 authorizes funding to upgrade to the existing Seagirt Water System and facilitate integration of the upgraded system to the Juan de Fuca Water Distribution Service. A temporary borrowing bylaw is required to facilitate capital expenditures in the short term before long term debt is issued against the loan authorization bylaw.

Long term debt will be issued near or at completion of the project when the total borrowing amount is known. The conversion of temporary borrowings to long term debt will require Board approval of a Security Issuing Bylaw, which are brought forward in advance of the annual MFA spring or fall debt issuances.

#### **ALTERNATIVES**

#### Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4532, "Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 1, 2022", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4532 be adopted.

#### Alternative 2

That Bylaw No. 4532 be referred back to staff for additional information.

#### **IMPLICATIONS**

#### Financial Implications

The proposed temporary borrowing bylaw will give CRD access to interim financing according to the terms specified in Loan Authorization Bylaw No. 4488. Temporary borrowing will not exceed the difference between the total \$2,100,000 authorized by the loan authorization bylaw. The use of the temporary borrowing will be based on the timing of approved capital expenditures. The associated financing costs will be monthly variable interest-only payments. Currently, MFA's short term borrowing rate is 4.29% (variable rate as of November 07, 2022). Construction is expected

to take less than one year to complete, during which the construction costs are expected to be financed by this temporary borrowing bylaw. The cash flows required to service short-term debt are in the approved financial plan.

#### CONCLUSION

Temporary borrowing authority, through the approval of the Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 4532, is required to access interim financing to fund the Seagirt water system upgrades. Timely access to borrowed funds is critical to meeting the approved five-year capital program. All temporary borrowings will be either repaid within five years or converted to long-term debt up to the maximum stated in the approved Loan Authorization Bylaw No. 4488.

#### RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4532, "Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 1, 2022", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4532 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ian Jesney, P. Eng., Acting General Manager, Integrated Water Services
Concurrence:	Stephen Henderson, Acting General Manager, Corporate Services
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

#### ATTACHMENT(S)

Appendix A: Bylaw 4532, "Temporary Borrowing (Seagirt Water System Upgrades) Bylaw No. 1, 2022"

#### CAPITAL REGIONAL DISTRICT BYLAW NO. 4532

B1LAW NO. 4552			
***************************************			
*:	A BYLAW TO AUTHORIZE TEMPORARY BORROWINGS FOR THE SEAGIRT WATER SYSTEM LOCAL SERVICE		
	IEREAS:		
A.	It is provided by Section 409 of the <i>Local Government Act</i> that the Board may where it has adopted a loan authorization bylaw, without further assents or approvals, borrow temporarily from any person under the conditions therein set out;		
B.	The Board has adopted Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022", in the amount of Two Million, One Hundred Thousand Dollars (\$2,100,000);		
C.	The issuance of the said Security Issuing bylaw has been temporarily deferred.		
	W THEREFORE the Board of the Capital Regional District in open meeting assembled, enacts follows:		
1.	The Board is hereby authorized and empowered to borrow an amount or amounts not exceeding the sum of Two Million, One Hundred Thousand Dollars (\$2,100,000) as the same may be required, at the prevailing interest rate.		
2.	The money so borrowed shall be used solely for the purpose set out in the said Bylaw No. 4488.		
3.	The proceeds from the Security Issuing bylaw, or so much thereof as may be necessary shall be used to repay the money so borrowed.		
4.	This Bylaw may be cited as the "Temporary Borrowing (Seagirt Water System Upgrade Bylaw No. 1, 2022".		
RE	AD A FIRST TIME THIS day of 202		
RE	AD A SECOND TIME THIS day of 202_		
RE	AD A THIRD TIME THIS day of 202		
AD	OPTED THIS day of 202_		

CORPORATE OFFICER

CHAIR