



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

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Wednesday, April 12, 2023

1:05 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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

### 1. TERRITORIAL ACKNOWLEDGEMENT

### 2. APPROVAL OF THE AGENDA

### 3. ADOPTION OF MINUTES

#### 3.1. [23-176](#) Minutes of the March 8, 2023, March 15, 2023 and March 29, 2023 Capital Regional District Board Meetings

- Recommendation:**
1. That the minutes of the Capital Regional District Board meeting of March 8, 2023 be adopted as circulated.
  2. That the minutes of the Special Session of Capital Regional District Board of March 15, 2023 be adopted as circulated.
  3. That the minutes of the Special Session of Capital Regional District Board of March 29, 2023 be adopted as circulated.

- Attachments:**
- [Minutes - March 8, 2023](#)
  - [Minutes - March 15, 2023](#)
  - [Minutes - March 29, 2023](#)

### 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](http://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](mailto:crdboard@crd.bc.ca).*

#### 5.1. Presentations

- 5.1.1. [23-288](#) Presentation: T. Hancock (University of Victoria), S. Turner (Public Health Association of BC & Prevention of Violence Canada) & S. Woolrich (Crime Prevention Through Environmental Design); Re: Towards a Community Safety & Wellbeing Plan for the Capital Region

**Attachments:** [Presentation: Safety & Wellbeing Plan & Council for the CRD](#)

## 6. CONSENT AGENDA

- 6.1. [23-246](#) Core Area Liquid Waste Management Committee - Service Orientation

**Recommendation:** There is no recommendation. The presentation is for information only.

**Attachments:** [Presentation: CALWMC - Service Orientation](#)

- 6.2. [23-238](#) Wastewater Operations and Capital Plan Update - March 2023

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

**Attachments:** [Staff Report: Wastewater Operations and Capital Plan Update – March 2023](#)  
[Appendix A: Core Area Wastewater Treatment Overview Map](#)  
[Appendix B: Odour Investigation Action Plan](#)

- 6.3. [23-148](#) 2022 Community Works Fund Annual Report

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

**Attachments:** [Staff Report: 2022 CWF Annual Report](#)  
[Appendix A: Funding & Balance Remaining by EAs](#)  
[Appendix B: 2022 CWF Grants Awarded](#)  
[Appendix C: 2022 CWF Detailed Breakdown EA](#)  
[Appendix D: CWF Program Trends 2019-22 & 2014-23](#)

- 6.4. [23-149](#) 2022 Grants-in-Aid Annual Report

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

**Attachments:** [Staff Report: 2022 Grants-in-Aid \(GIA\) Annual Report](#)  
[Appendix A: 2022 Electoral Areas GIA Awarded](#)  
[Appendix B: 2022 Electoral Areas Safe Restart GIA Awarded](#)  
[Appendix C: Safe Restart GIA Summary & 2019-22 GIA Trends](#)

**6.5.**      [23-254](#)      Basis of Apportionment of Non-Application Based Grants and Services

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

**Attachments:**      [Staff Report: Basis of Apportionment of Non-Application Grants & Svcs.](#)  
[Appendix A: Detailed Summary of Grants Programs](#)  
[Appendix B: CWF Agreement 2014-24](#)  
[Appendix C: Safe Restart 2021 & 2020 Ministry Letters](#)  
[Appendix D: LCAP Funding Announcement](#)  
[Appendix E: Growing Communities Fund 2023 Letters](#)

**6.6.**      [23-247](#)      Award of Contract 2022-846 Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades

**Recommendation:** The Magic Lake Estates Water and Sewer Committee recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:  
1. That Contact 2022-846, Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades, be awarded to Coast Utility Contracting Ltd., in the amount of \$6,577,550 plus GST; and  
2. That staff be authorized to issue Change Orders for the project as required, up to total aggregate amount of \$361,284 from the Project Contingency.  
(WA)

**Attachments:**      [Staff Report: Award of Contract 2022-846](#)  
[Appendix A: Map of MLE Wastewater System Upgrades](#)  
[Appendix B: McElhanney Review of Tender 2022-846](#)  
[Appendix C: Staff Report to JDF Water Dist. Commission](#)

**6.7.**      [23-204](#)      2023 CRD Emergency Procedures for Board Members

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

**Attachments:**      [Staff Report: 2023 CRD Emergency Procedures for Board Members](#)  
[Appendix A: 2023 CRD Emergency Procedures for Board Members](#)

**6.8.**      [23-205](#)      Emergency Program Act Modernization Update

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

**Attachments:**      [Staff Report: Emergency Program Act Modernization Update](#)  
[Appendix A: Emergency Program Act Modernization - Excerpts](#)

**6.9.**      [23-253](#)      Long-term Biosolids Planning and Biosolids Thermal Plan Updates

**Recommendation:** [At the March 29, 2023 Environmental Services Committee meeting, the recommendation was amended to increase the scope of the RFP in part 2 as follows:]  
1. That staff develop a consultation plan for long-term biosolids management for the July Environmental Services Committee meeting, to be implemented in the fall of 2023; and  
2. That staff concurrently initiate a Request for Proposals (RFP) process for a biosolids advanced thermal site trial, and that the RFP be scoped broadly to include potential for co-processing of municipal solid waste streams, and that submissions be welcomed from both domestic and international vendors.  
(WP - Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal)

**Attachments:**      [Staff Report: Long-term Biosolids Planning & Biosolids Thermal Pilot Updates](#)  
[Appendix A: Corresp. from ENV re Biosolids Deadlines & Expectations](#)  
[Appendix B: Summary of Short- & Long-Term Biosolids Management Options](#)  
[Appendix C: North American Thermal Processing Projects](#)  
[Appendix D: Summary of Thermal Options Pilot Program](#)

**6.10.**      [23-239](#)      Capital Regional District Climate Action Inter-Municipal Task Force

**Recommendation:** The Environmental Services Committee recommends to the Capital Regional District Board:  
That the Terms of Reference for the Climate Action Inter-Municipal Task Force, attached as Appendix A, be approved.  
(NWA)

**Attachments:**      [CRD Climate Action Inter-Municipal Task Force - Terms of Reference](#)  
[Appendix A: Climate Action Inter-Municipal Task Force - Terms of Reference](#)

**6.11.**      [23-260](#)      Freedom of Information and Protection of Privacy Act (FOIPPA) 2022 Overview

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

**Attachments:**      [Staff Report: FOIPPA Act 2022 Overview](#)  
[Appendix A: 2022 FOI Request Metrics Tables 1-4](#)

**6.12.**      [23-263](#)      Alternative Methods for Public Notice

**Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
That staff report back through the Governance Committee on options for public notice bylaw and policy.  
(NWA)

**Attachments:**      [Staff Report: Alternative Methods for Public Notice](#)  
[Appendix A: Community Charter Sections 94, 94.1 and 94.2](#)  
[Appendix B: Public Notice Regulation](#)

- 6.13.**     [23-271](#)     Establishment of an Accessibility Advisory Committee
- Recommendation:**     That the Governance Committee recommends to the CRD Board:
1. That the TOR for the Accessibility Advisory Committee (AAC) be adopted;
  2. That staff be directed to proceed with recruitment of ACC members in accordance with the requirements of the CRD Appointment of Public Members to External Boards Policy;
  3. That the TOR for the Governance Committee be amended to include consideration of matters related to accessibility;
  4. That public members of the AAC receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses; and
  5. That staff report back on resources required to support the AAC as part of 2024 service planning.  
(NWA)
- Attachments:**     [Staff Report: Establishment of an Accessibility Advisory Committee](#)  
[Appendix A: Accessibility Advisory Committee Terms of Reference](#)
- 6.14.**     [23-272](#)     Administrative Policy for Intergovernmental Relations and Updated  
Terms of Reference for the Executive Leadership Team
- Recommendation:**     There is no recommendation. This report is for information only.
- Attachments:**     [Staff Report: Intergovernmental Relations](#)  
[Appendix A: Intergovernmental Relations Policy](#)  
[Appendix B: Executive Leadership Team - Terms of Reference](#)
- 6.15.**     [23-252](#)     Reaching Home Program
- Recommendation:**     There is no recommendation. This report is for information only.
- Attachments:**     [Staff Report: Reaching Home Program](#)  
[Appendix A: Reaching Home Sub-Project Summary Chart](#)  
[Appendix B: Reaching Home Governance Model](#)
- 6.16.**     [23-240](#)     Regional Housing First Program: Project Update, First Quarter, 2023
- Recommendation:**     There is no recommendation. This report is for information only.
- Attachments:**     [Staff Report: RHFP: Project Update, First Quarter, 2023](#)  
[Appendix A: RHFP: Capital Project Summary, April 2023](#)

- 6.17.**     [23-224](#)     Capital Regional District Regional Parks - Entrance Signage
- Recommendation:** The Regional Parks Committee recommends to the Capital Regional District Board: That staff proceed with the replacement of the regional parks entrance signs using the 2021 Corporate Signage Guidelines, with the exception of the legacy entrance (log) sign at Thetis Lake Regional Park.  
(WP - All)
- Attachments:**     [Staff Report: CRD Regional Parks Entrance Signage](#)  
                          [Appendix A: CRD Signage Guidelines](#)  
                          [Appendix B: CRD Board Staff Report: CRD Signage Guidelines](#)  
                          [Appendix C: CRD Signs Developed under the Signage Guidelines](#)
- 6.18.**     [23-223](#)     Capital Regional District Regional Parks - 2023 Capital Plan Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:**     [Staff Report: CRD Regional Parks - 2023 Capital Plan Update](#)  
                          [Appendix A: Provisional Approval – 2023 Capital Projects](#)  
                          [Appendix B: Five-Year Capital Expenditure Plan Summary 2023-2027](#)
- 6.19.**     [23-208](#)     Cycling Facility Criteria
- Recommendation:** The Transportation Committee recommends to the Capital Regional District Board: That the Capital Regional District Board approve the regional cycling facility criteria shown in Appendix A.  
(NWA)
- Attachments:**     [Staff Report: Cycling Facility Criteria](#)  
                          [Appendix A: Regional Cycling Facility Criteria](#)
- 6.20.**     [23-209](#)     Governance Options: Transportation Planning Backgrounder
- Recommendation:** The Transportation Committee recommends to the Capital Regional District Board: That staff be directed to initiate the planning required to develop transportation governance options, including a progress analysis of governance needs and an impact evaluation associated with changes to the existing mode-specific governance framework.  
(NWA)
- Attachments:**     [Staff Report: Governance Options-Trans. Plg. Backgrounder](#)  
                          [Appendix A: Existing Transportation Plans and Studies](#)  
                          [Appendix B: RTP Progress Report Summary](#)  
                          [Appendix C: Regional Transportation Priorities](#)  
                          [Appendix D: Mode-Specific Transportation Governance](#)  
                          [Appendix E: Governance Needs for RTP Outcomes](#)  
                          [Appendix F: Transportation Service Establishment Timeline](#)

## 7. ADMINISTRATION REPORTS

7.1. [23-275](#) CAO Quarterly Progress Report No. 1, 2023

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

**Attachments:** [Staff Report: CAO Quarterly Progress Report Q1, 2023](#)  
[Appendix A: Photographs of Corporate Activities and Initiatives](#)  
[Appendix B: Board Priorities Dashboard Progress Q1, 2023](#)  
[Appendix C: Board Priorities Dashboard Summary of Completed Actions](#)  
[Appendix D: Staff Report CRD Advocacy Strategy](#)  
[Appendix E: Advocacy Dashboard Progress Q1, 2023](#)  
[Appendix F: Operating Variance Financial Report Q4, 2022](#)  
[Appendix G: Capital Variance Financial Report Q4, 2022](#)  
[Appendix H: Human Resources Trends and Corporate Safety](#)

7.2. [23-283](#) Capital Regional District 2023-2026 Corporate Plan

**Recommendation:** That the 2023-2026 Corporate Plan be approved.

**Attachments:** [Staff Report: Capital Regional District 2023-2026 Corporate Plan](#)  
[Appendix A: 2023-2026 CRD Corporate Plan](#)

7.3. [23-255](#) Growing Communities Fund

**Recommendation:** 1. That staff plan to use the total \$11.56 million CRD Growing Communities Fund in alignment with the Provincial program guidelines to address regional infrastructure priorities.  
2. That staff bring back recommendations on prioritized regional infrastructure projects in alignment with program eligibility.  
(NWA)

**Attachments:** [Staff Report: Growing Communities Fund \(GCF\)](#)  
[Appendix A: GCF Ministry 2023 Letters](#)  
[Appendix B: Summary of GCF Grants to LGs](#)  
[Appendix C: Summary of Eligibility Criteria](#)  
[Appendix D: Frequently Asked Questions RDs](#)

7.4. [23-287](#) Acceptance of Grant Funding - Island Rail Corridor Consultation

**Recommendation:** 1. That the Capital Regional District Board ratify the Island Rail Corridor Conditional Grant Agreement attached to this report at Appendix A; and  
2. That staff be directed to do all things necessary and incidental to affect the terms of the Agreement.  
(NWA)

**Attachments:** [Staff Report: Acceptance of Grant Funding - Island Rail Corridor Consultation](#)  
[Appendix A: Island Rail Corridor Conditional Grant Agreement – CRD](#)

## 8. REPORTS OF COMMITTEES

**Electoral Areas Committee****8.1. [23-297](#) Salt Spring Island Local Community Commission - Bylaw Changes and Implementation Update (Bylaws No. 4508, 4542, 4543, and 4544)**

- Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That third reading of Bylaw No. 4508, "Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022", be rescinded;  
(NWA)
  2. That Bylaw No. 4508 be amended at second reading as presented in Appendix A;  
(NWA)
  3. That Bylaw No. 4508 as amended be read a third time.  
(NWA, 2/3 on delegation of authority)
  4. That Bylaw No. 4542, "Salt Spring Island Local Community Commission Transition Bylaw No. 1, 2023" be read a first, second, and third time;  
(NWA)
  5. That Bylaw No. 4542 be adopted;  
(NWA, 2/3 on adoption)
  6. That Bylaw No. 4543, "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011, Amendment Bylaw No. 2, 2023", be read a first, second, and third time;  
(NWA)
  7. That Bylaw No. 4543 be adopted;  
(NWA, 2/3 on adoption)
  8. That Bylaw No. 4544, "Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023", be read a first, second, and third time;  
(NWA)
  9. That Bylaw No. 4544 be adopted;  
(NWA, 2/3 on adoption)
  10. That the membership of the Ganges Harbour Walk Steering Committee be amended to remove the members from the Salt Spring Island Parks and Recreation Commission and the Salt Spring Island Transportation Commission, replaced with one member representing the SSI LCC, selected from its number, and such further consequential changes as outlined in Appendix H be adopted.  
(NWA)

- Attachments:**
- [Staff Report: SSI LCC - Bylaw Changes and Implementation Update](#)
  - [Appendix A: Bylaw No. 4508](#)
  - [Appendix B: Bylaw No. 4508 \(Redlined\)](#)
  - [Appendix C: Bylaw No. 4542](#)
  - [Appendix D: Bylaw No. 4543](#)
  - [Appendix E: Bylaw No. 4543 \(Redlined\)](#)
  - [Appendix F: Bylaw No. 4544](#)
  - [Appendix G: Bylaw No. 4544 \(Redlined\)](#)
  - [Appendix H: Ganges Harbour Walk Steering Committee TOR \(Redlined\)](#)

8.2. [23-256](#) Motion with Notice: Growing Communities Grant Apportionment  
(Director Holman)

**Recommendation:** That the Growing Communities Grant be apportioned directly to Electoral Areas based on the same formula that the grant was provided to the CRD.  
(NWA)

### Environmental Services Committee

8.3. [23-131](#) Central Saanich Request for CRD Carbon-based Budget Policy

**Recommendation:** [At the March 29, 2023 Environmental Services Committee meeting, the Committee did not move the report recommendation which was:  
The Environmental Services Committee recommends to the Capital Regional District Board:  
That the CRD not adopt a policy of carbon budgeting as part of its budget cycle but continue to monitor progress in carbon budget methodologies and implications on CRD financial planning processes and share learnings with local governments through the CRD Inter-Municipal Working Group and Task Force, as appropriate.]

[At the March 29, 2023 Environmental Services Committee meeting, the Committee moved and carried the following motion arising:]  
The Environmental Services Committee recommends to the Capital Regional District Board:  
That CRD staff host a workshop on the concept of carbon budgeting with municipal and electoral area staff and elected officials.  
(NWA)

**Attachments:** [Staff Report: Central Saanich Request for CRD Carbon-based Budget Policy](#)  
[Appendix A: Central Saanich Letter to CRD Board - November 8, 2022](#)  
[Appendix B: Summary and History of Carbon Budgeting](#)

8.4. [23-236](#) Solid Waste Advisory Committee Motions of March 3, 2023

**Recommendation:** [At the March 29, 2023 Environmental Services Committee meeting, the Committee moved and carried the following recommendation from the Solid Waste Advisory Committee meeting held March 3, 2023:]  
The Environmental Services Committee recommends to the Capital Regional District Board:  
That staff be directed to explore mandatory curbside organics collection from the municipalities around the region.  
(NWA)

**Attachments:** [Staff Report: Solid Waste Advisory Committee - Motions of March 3, 2023](#)

### Juan de Fuca Land Use Committee

8.5. [23-237](#) Public Hearing Report on Bylaw No. 4519, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022"

- Recommendation:**
1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4519, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 7, 2023, for Bylaw No. 4519, be received; (NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
  2. That Bylaw No. 4519 be read a third time; and (NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
  3. That Bylaw No. 4519 be adopted. (NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke, 2/3 on adoption)

- Attachments:**
- [Staff Report: Public Hearing on Bylaw No. 4519](#)
  - [Appendix A: Proposed Bylaw No. 4519](#)
  - [Appendix B: Report of the Public Hearing March 7, 2023](#)

### Hospitals and Housing Committee

8.6. [23-213](#) Implications of Proposed Changes to Land Banking and Housing Service

- Recommendation:** [At the April 5, 2023 Hospitals and Housing Committee, the following motion arising was carried:]
- The Hospitals and Housing Committee recommends to the Capital Regional District Board:
1. That staff be directed to bring forward a report with an amendment to Bylaw No. 3712, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010" to increase the allowable annual maximum requisition by \$5 million to \$10 million; and
  2. Create a loan authorization bylaw to enable the financing of up to \$85 million from the increase of the allowable annual maximum requisition of \$5 million. (NWA)

- Attachments:** [Staff Report: Implications Proposed Changes LBH](#)

### Regional Parks Committee

8.7. [23-229](#) Bylaw No. 4545: Amendment to the CRD Parks Services and Facilities Fees and Charges Bylaw No. 3675

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

1. That Bylaw No. 4545, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023", be introduced and read a first, second and third time;  
(WP - All)
2. That Bylaw No. 4545 be adopted.  
(WP - All, 2/3 on adoption)

**Attachments:** [Staff Report: Bylaw No. 4545: Amdt of CRD Parks Services Bylaw No. 3675](#)  
[Appendix A: New Bylaw No. 4545](#)  
[Appendix B: CRD Bylaw No. 3675, Schedule A – redlined](#)

## 9. BYLAWS

## 10. NOTICE(S) OF MOTION

## 11. NEW BUSINESS

## 12. MOTION TO CLOSE THE MEETING

12.1. [23-289](#) Motion to Close the Meeting

**Recommendation:**

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

## 13. RISE AND REPORT

## 14. ADJOURNMENT

### Voting Key:

**NWA - Non-weighted vote of all Directors**

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

**WA - Weighted vote of all Directors**

**WP - Weighted vote of participants (as listed)**

**Meeting Minutes**

**Capital Regional District Board**

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**Wednesday, March 8, 2023**

**1:10 PM**

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

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**PRESENT**

**DIRECTORS:** C. Plant (Chair), M. Tait (Vice Chair) (EP), M. Alto, P. Brent, S. Brice, J. Brownoff (EP), J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, S. Goodmanson (EP), G. Holman, D. Kobayashi, M. Little, C. McNeil-Smith, K. Murdoch, D. Murdock, C. Stock (for P. Jones), L. Szpak, D. Thompson, S. Tobias, 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; D. Elliot, Senior Manager, Housing; I. Lawrence, Senior Manager, Juan de Fuca Local Area Services (EP); M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director P. Jones

The meeting was called to order at 1:07 pm.

**1. TERRITORIAL ACKNOWLEDGEMENT**

A Territorial Acknowledgement was provided in a preceding meeting.

**2. APPROVAL OF THE AGENDA**

**MOVED** by Director Alto, **SECONDED** by Director Windsor,  
That the agenda for the March 8, 2023 Session of the Capital Regional District Board be approved with the addition of the following item:  
- 8.7. Notice of Motion: Apportioning of Costs and Benefits  
**CARRIED**

**3. ADOPTION OF MINUTES**

**3.1.**     [23-186](#)           Minutes of the February 8, 2023 Capital Regional District Board Meeting

**MOVED** by Director Alto, **SECONDED** by Director Brice,  
That the minutes of the Capital Regional District Board meeting of February 8, 2023 be adopted as circulated.  
**CARRIED**

**3.2.** [23-211](#) Minutes of Previous Committee and Commission Meetings

**MOVED** by Alternate Director Stock, **SECONDED** by Director Alto,

1. That the minutes of the of the Committee of the Whole meeting of January 25, 2023 be adopted as circulated.

2. That the minutes of the of the Committee of the Whole meeting of February 8, 2023 be adopted as circulated.

**CARRIED**

**4. REPORT OF THE CHAIR**

Good afternoon everyone. Maintaining positive relationships with my fellow Directors is very important to me. Thinking back on last month's meeting I was very pleased to see us be hard on the issues, but respectful to each other. It is perfectly normal to have political disagreements with each other as we come to this table with different values and backgrounds and goals. I hope and believe we can continue to work together in an environment where we vigorously debate our policies as our term progresses, but remain respectful of each other so that after the meeting is over we maintain good relations with each other. But, it is also nice when we do unanimously agree on issues. Today we have a consent agenda item where I expect we will approve our Strategic Priorities for this term. However, I will also offer that this motion is the stepping off point for us as a Board and not the end destination. After today, staff will work to bring us a Corporate Plan in April that proposes a series of activities and initiatives to achieve our Strategic Priorities. It will be up to the Board at the April meeting to determine if the staff plan is ambitious enough to achieve our collective goals as expressed through our stated priorities. But I will add this; it should not be lost on our staff or the Board that we amended our Vision Statement recently to add the language that we embrace innovation and bold leadership. I will be looking for innovation and bold leadership in the Corporate Plan. This board has shown great unity thus far on our priorities and I expect us to achieve great things during this term. Before we begin our meeting, I wish to briefly also comment on a couple other issues. Since the last meeting where I was directed to work with Staff and the Island Corridor Foundation to raise our collective desire to see the E and N corridor is protected, you are likely aware I connected with the other Island Regional District Chairs and we submitted a letter to Minister Alghabra to state our desire to see the corridor protected and First Nations reconciliation and concerns needed to be addressed. As I suspect everyone in the room is aware, a decision is to come by March 14th and I am cautiously optimistic. As you will also likely be aware the province recently announced a Growing Communities Fund. The CRD's allocation has been announced at 11.5 million dollars. This is welcome funding we will put to good use. Because the Finance Committee will not be meeting again until May, we can expect a report from staff at our April Board meeting on suggested funding allocations. To be clear, the staff report will not be recommending projects but rather how the funds should be allocated to different services and Electoral Area budgets. And finally I look forward to seeing everyone again next week when we consider and finalize our 2023 Budget. In advance of that meeting, I want to thank staff for all the work to put together the documents that comprise our consolidated budgets.

## 5. PRESENTATIONS/DELEGATIONS

### 5.1. Presentations

- 5.1.1. [23-184](#) Presentation: Paul Gerrard (CRD Representative) and Geoff Dickson (President/CEO), Victoria Airport Authority; Re: Report to Nominators  
P. Gerrard and G. Dickson provided a presentation outlining the report to nominators.

**MOVED by Director Windsor, SECONDED by Director Szpak,  
That the presentation be extended past the 10 minute scheduled time.  
CARRIED**

Discussion ensued regarding:  
- airport security screening process  
- parking lot capacity  
- potential impact of ride-sharing  
- bio-fuel usage in aircraft

The Chair thanked Mr. Gerard and Mr. Dickson for their presentation. The Chair further thanked Mr. Dickson for his leadership and for being an ambassador in the region.

### 5.2. Delegations

- 5.2.1. [23-217](#) Delegation - Gerard LeBlanc; Representing Sooke Region Food CHI Society; Re: Agenda Item 8.5.: Subdivision Application within the Agricultural Land Reserve for Lot B, Section 110, Sooke District, Plan 32912; PID: 000-210-897 - 6040 East Sooke Road  
G. LeBlanc spoke to Item 8.5.
- 5.2.2. [23-218](#) Delegation - Nancy Jane Hewitt; Resident of Juan de Fuca Electoral Area; Re: Agenda Item 8.5. Subdivision Application within the Agricultural Land Reserve for Lot B, Section 110, Sooke District, Plan 32912; PID: 000-210-897 - 6040 East Sooke Road  
N. Hewitt spoke to Item 8.5.
- 5.2.3. [23-219](#) Delegation - Shandelle Conrad; Resident of Sooke; Re: Agenda Item 8.5. Subdivision Application within the Agricultural Land Reserve for Lot B, Section 110, Sooke District, Plan 32912; PID: 000-210-897 - 6040 East Sooke Road  
S. Conrad spoke to Item 8.5.

- 5.2.4. [23-221](#) Delegation - Steve Pridgeon; Resident of Juan de Fuca Electoral Area:  
Re: Agenda Item 8.5. Subdivision Application within the Agricultural Land Reserve for Lot B, Section 110, Sooke District, Plan 32912; PID: 000-210-897 - 6040 East Sooke Road
- S. Pridgeon spoke to Item 8.5.

## 6. CONSENT AGENDA

Item 6.5. was removed from the consent agenda and moved to be considered under Administration Reports as item 8.1.b.

**MOVED by Director de Vries, SECONDED by Alternate Director Stock, That consent agenda items 6.1. through 6.4. and 6.6. through 6.17. be approved. CARRIED**

- 6.1. [23-165](#) Electoral Areas Strategic Planning
- This report was received for information.**
- 6.2. [23-195](#) 2023 Salt Spring Island Local Community Commission Election - Appointment of Chief Election Officer and the Deputy Chief Election Officers
1. That pursuant to Section 58 of the Local Government Act, the Board appoint Kristen M. Morley as Chief Election Officer with the power to appoint such other assistance as may be required for the administration and conduct of the Salt Spring Island Local Community Commission Election on May 27, 2023; and
2. That the Board appoint Marlene Lagoa, Karla Campbell, and Anthony Kennedy, as Deputy Chief Election Officers.
- CARRIED**
- 6.3. [23-103](#) 2022 Solid Waste Stream Composition Study Results
- This report was received for information.**
- 6.4. [23-130](#) Recycle BC - Packaging and Printed Paper Product, Extended Producer Responsibility - Draft Program Plan
- That the CRD, upon receipt of Recycle BC's final report, urge the Ministry of Environment to enhance Recycle BC recovery targets and funding supports and other policy measures in rural areas and as applied to the multifamily sector in all areas.**
- CARRIED**
- 6.6. [23-077](#) Capital Regional District External Grants Update
- This report was received for information.**
- 6.7. [23-078](#) Capital Regional District Investment Portfolio Holdings and Annual Performance Update
- This report was received for information.**

- 6.8. [23-170](#) First Nations Relations Operational Update  
This report was received for information.
- 6.9. [23-177](#) Lease for 7612 East Saanich Road - (Prosser Place Housing Development)  
1. That the Chair of the Capital Regional District Board be authorized to execute the 60-year lease of the 7612 East Saanich Road Property (PID 031-883-486) to the Capital Region Housing Corporation.  
2. That the Chief Administrative Officer be authorized to execute any agreements or documents and do all things necessary to finalize the acquisition and subsequent lease.  
**CARRIED**
- 6.10. [23-134](#) Regional Growth Strategy Indicators Report  
That the Regional Growth Strategy Indicators Report be sent annually to the Mayors and Council in the capital region.  
**CARRIED**
- 6.11. [23-137](#) Central Saanich Regional Context Statement  
That the District of Central Saanich regional context statement be considered in relation to the 2018 Regional Growth Strategy (Bylaw No. 4017) and be accepted in accordance with the requirements of section 448 of the Local Government Act.  
**CARRIED**
- 6.12. [23-141](#) Island View Beach Regional Park - Ditch Maintenance  
That the Regional Parks Committee recommends to the Capital Regional District Board:  
1. That a comparison of ditch depths differences between the baseline data in 2012 and 2022 work be brought forward as soon as possible through the Regional Parks Committee.  
2. To authorize, if possible, to capture aerial drone footage of the ditch system to capture the foliage patterns.  
3. That the CRD convene a meeting with participants (including the TSAWOUT, Central Saanich and FOIVB "Friends of Island View Beach") to present and discuss the mosquito abatement program at Island View Beach Regional Park and report back to the April Regional Parks Committee.  
4. That Central Saanich staff be invited by CRD staff to all meetings pertaining to the update work being done by Great Pacific and Aqua-Tex.  
**CARRIED**
- 6.13. [23-106](#) 2023-2027 Regional Water Supply Service Capital Plan Update  
That the 2023 Regional Water Supply Service Capital Budget and Five Year Capital Plan be updated to include \$365,000 for Project 20-27 GVWSA Forest Resilience, for ecological restoration thinning trials development and implementation costs and \$365,000 in revenue from the project.  
**CARRIED**

- 6.14. [23-182](#) Capital Project Update - Arena Chiller - SEAPARC
- That the 2023 capital budget be amended to include \$365,000 for replacement of the arena chiller.  
**CARRIED**
- 6.15. [23-196](#) 2023-2026 Board Priorities
- That the 2023-2026 Board Priorities be approved.  
**CARRIED**
- 6.16. [23-191](#) 2023 Committee and External Membership Appointments - Update #3
- That the Board endorse the external appointments and nominations put forward in the attachment.  
**CARRIED**
- 6.17. [23-220](#) UBCM Community Emergency Preparedness Fund: Emergency Support Services Grant 2023
- That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness for the Emergency Support Services Grant 2023 and direct staff to provide overall grant management.  
**CARRIED**

## 7. ADMINISTRATION REPORTS

- 7.1. [23-093](#) 2023 Provincial Budget Highlights
- N. Chan presented Item 7.1. for information.
- Discussion ensued regarding:
- granting programs for co-operative housing
  - cost sharing programs
  - land acquisition opportunities

**7.2.** [23-192](#) Biosolids Update - March 2023

L. Hutcheson presented Item 7.2. for information.

Discussion ensued regarding:

- lessons learned related to inter-governmental relations
- contractor operations and contingency planning
- long-term planning for bio-solids
- consultation with Nanaimo First Nations
- origin of bio-solids
- cost of trucking comparative analysis
- associated legal risks with land application in other jurisdictions

Motion Arising

**MOVED** by Director Thompson, **SECONDED** by Director Caradonna,  
**Direct staff to present the Executive Leadership Team Terms of Reference that deals with intergovernmental relationships to the Governance Committee for review.**

**CARRIED**

Motion Arising

**MOVED** by Director Thompson, **SECONDED** by Director Caradonna,  
**For the Governance Committee to report to the CRD Board on whether the board performed its due diligence on this matter basing its decision on relevant facts on the Regional District of Nanaimo agreement.**

**Director Windsor objected to the consideration of the motion arising.**

**CARRIED**

Motion Arising

**MOVED** by Director Tobias, **SECONDED** by Director Caradonna,  
**That staff report back to the Environmental Services Committee on the costs, including carbon impact, associated with trucking for Lafarge and Nanaimo options as a comparative analysis for our options.**

Discussion ensued regarding carbon impact and costs.

**MOVED** by Alternate Director Stock, **SECONDED** by Director Windsor,  
**That the previous question be called.**

**CARRIED**

**Opposed: Tobias, Thompson**

The question was called:

**That staff report back to the Environmental Services Committee on the costs, including carbon impact, associated with trucking for Lafarge and Nanaimo options as a comparative analysis for our options.**

**DEFEATED**

**Opposed: Brent, Brice, Brownoff, de Vries, Goodmanson, Holman, Little, McNeil-Smith, Murdoch, Murdock, Plant, Stock, Szpak, Williams Tait, Windsor**

**MOVED BY Director Tobias, SECONDED BY Director Desjardins,  
That staff to report back to the CRD Board on the legal risk for land application in  
the agreed to Nanaimo bio-solids solution.**

Discussion ensued regarding:

- merits of legal risk analysis
- land application of bio-solids in other jurisdictions

**Director Windsor left the meeting at 3:00 pm**

**MOVED by Director Tait, SECONDED by Alternate Director Stock,  
That the previous question be called.**

**CARRIED**

**Opposed: Caradonna, Goodmanson, Tobias, Wickheim, Williams**

The question was called:

**That staff to report back to the CRD Board on the legal risk for land application in  
the agreed to Nanaimo bio-solids decision.**

**DEFEATED**

**Opposed: Brent, Brice, Brownoff, de Vries, Goodmanson, Holman, Little,  
McNeil-Smith, Murdoch, Murdock, Stock, Szpak, Tait**

## **8. REPORTS OF COMMITTEES**

### **Environmental Services Committee**

#### **8.1. [23-138](#) Bylaw No. 2922 - Sewer Use Bylaw Amendments**

**MOVED by Director Desjardins, SECONDED by Director Kobayashi,  
1. That Bylaw No. 4530, "Capital Regional District Sewer Use Bylaw No. 5, 2001,  
Amendment Bylaw No. 7, 2023", be introduced and read a first, second, and third  
time.**

**CARRIED**

**MOVED by Director Desjardins, SECONDED by Director Kobayashi,  
2. That Bylaw No. 4530 be adopted.**

**CARRIED**

**MOVED by Director Desjardins, SECONDED by Director Kobayashi,  
3. That Bylaw No. 4531, "Capital Regional District Ticket Information  
Authorization Bylaw 1990, Amendment Bylaw No. 75, 2023", be introduced and  
read a first, second, and third time.**

**CARRIED**

**MOVED by Director Desjardins, SECONDED by Director Kobayashi,  
4. That Bylaw No. 4531 be adopted.**

**CARRIED**

- 8.1.b. [23-154](#) Motion with Notice: Healthy Waters Project for Tod Creek on the Saanich Peninsula (Director Caradonna)

**MOVED** by Director Desjardins, **SECONDED** by Director Caradonna,  
That the Healthy Waters project proposal for Tod Creek watershed be referred to staff to report back, by end of March or within the span of two committee meetings, on project implications including resources, service mandate, and regulatory framework.  
**CARRIED**

### Finance Committee

- 8.2. [23-092](#) Bylaw No. 4533 Temporary Borrowing (Solid Waste Facilities and Site Improvements) Bylaw No. 1, 2023

**MOVED** by Director Brice, **SECONDED** by Director Williams,  
1. That Bylaw No. 4533, "Temporary Borrowing (Solid Waste Facilities and Site Improvements) Bylaw No. 1, 2023", be introduced and read a first, second and third time.  
**CARRIED**

**MOVED** by Director Brice, **SECONDED** by Director Williams,  
2. That Bylaw No. 4533 be adopted.  
**CARRIED**

### Hospitals and Housing Committee

- 8.3. [23-164](#) 2859 Richmond Housing Agreement and Bylaw

**MOVED** by Director Murdoch, **SECONDED** by Director McNeil-Smith,  
1. That Bylaw No. 4539, "Resale Control and Housing Agreement Bylaw (2859 Richmond Road), 2023" be introduced and read for a first, second and third time.  
**CARRIED**

**MOVED** by Director Murdoch, **SECONDED** by Director McNeil-Smith,  
2. That Bylaw No. 4539 be adopted.  
**CARRIED**

8.4. [23-082](#) Capital Regional District Land Banking and Housing Land Acquisition Financing

N. Chan spoke to Item 8.4.

**MOVED by Director Murdoch, SECONDED by Director de Vries,  
That the CRD Board direct staff to requisition an additional \$3.6 million under the current Land Banking and Housing (LBH) Service (Service No. 1.310) to ensure there is capital available for leveraging land banking and housing opportunities in 2023.**

Discussion ensued regarding:

- land acquisition funds, allocations and matching
- capacity for land banking expansion
- operating budget impacts
- incremental implications by jurisdiction
- land banking service authority
- requirements and timeline related to allocating funds

**Director Brownoff left the meeting at 4:02 pm.**

**Director Alto left the meeting at 4:03 pm.**

**MOVED by Director Murdoch, SECONDED by Director Desjardins,  
To postpone consideration of the motion until the March 15, 2023 meeting of the Capital Regional District Board.**

Discussion ensued regarding:

- preparation and presentation of the requisition information
- land banking reserve program
- growing communities fund

**MOVED by Director Desjardins, SECONDED by Director Brent,  
That the meeting be extended past the 3 hour scheduled time.  
CARRIED**

The question was called on the motion to postpone:

**To postpone consideration of the motion until the March 15, 2023 meeting of the Capital Regional District Board.**

**DEFEATED**

**Opposed: Brent, Brice, Caradonna, Coleman, de Vries, Little, McNeil-Smith, Murdock, Plant, Stock, Szpak, Tait, Thompson**

The question was called on the main motion:

**That the CRD Board direct staff to requisition an additional \$ 3.6 million under the current Land Banking and Housing (LBH) Service (Service No. 1.310) to ensure there is capital available for leveraging land banking and housing opportunities in 2023.**

**CARRIED**

**Opposed: Desjardins, Kobayashi, Tobias**

Director Murdock left the meeting at 4:37 pm.  
Director Kobayashi left the meeting at 4:41 pm.  
Director Tobias left the meeting at 4:41 pm.

### Juan de Fuca Land Use Committee

- 8.5. [23-178](#) Subdivision Application within the Agricultural Land Reserve for Lot B, Section 110, Sooke District, Plan 32912; PID: 000-210-897 - 6040 East Sooke Road
- Discussion ensued regarding consultation with T'Sou-ke First Nations.
- Director Williams left the meeting at 4:52 pm.
- MOVED** by Director Wickheim, **SECONDED** by Director Little,  
That Agricultural Land Reserve application AG000082 for Lot B, Section 110, Sooke District, Plan 32912, be denied.  
**CARRIED**  
Opposed: Tait
- 8.6. [23-129](#) Zoning Bylaw Amendment Application for Strata Lots 1, 2, 3, & 4, Section 85, Sooke District, Strata Plan EPS1027 Together with an interest in the Common Property in proportion to the Unit Entitlement of the Strata Lot as shown on Form V - 476, 478, 480 & 482 Becher Bay Road
- MOVED** by Director Wickheim, **SECONDED** by Director Little,  
1. That the referral of proposed Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022", to the East Sooke Advisory Planning Commission; CRD departments; BC Hydro; District of Sooke; Island Health; Ministry of Forests - Archaeology Branch; Ministry of Forests - Water Protection Section; Ministry of Land, Water and Recourse Stewardship; Ministry of Transportation & Infrastructure; RCMP; Sc'ianew First Nation; Sooke School District #62; and T'Sou-ke First Nation be approved and the comments received.  
**CARRIED**
- MOVED** by Director Wickheim, **SECONDED** by Director Little,  
2. That proposed Bylaw No. 4505 be introduced and read a first time and read a second time.  
**CARRIED**
- MOVED** by Director Wickheim, **SECONDED** by Director Little,  
3. That in accordance with the provisions of section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4505; and  
4. That adoption of proposed Bylaw No. 4505 be withheld pending receipt by the CRD of a Preliminary Layout Review from the Ministry of Transportation and Infrastructure for subdivision application SU000753.  
**CARRIED**

**8.7. 23-233** Notice of Motion: Apportioning of Costs and Benefits (Director Brent)

**MOVED** by Director Brent, **SECONDED** by Director Holman,  
That same day consideration be applied to the Notice of Motion.  
**CARRIED**

Discussion ensued regarding growing communities fund.

**MOVED** by Director Brent, **SECONDED** by Director Holman,  
That staff prepare a report as to the formulas and principles used in apportioning regional and sub-regional costs and service benefits and for apportioning benefits and external grants (e.g. Community Works Funds, COVID recovery, etc.).  
**CARRIED**

**9. BYLAWS**

There were no bylaws for consideration.

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

There were no Notice(s) of Motion.

**11. NEW BUSINESS**

There was no new business.

**12. MOTION TO CLOSE THE MEETING****12.1. [23-194](#)** Motion to Close the Meeting

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

**MOVED** by Director de Vries, **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**

The Capital Regional District Board moved to the Closed Session at 5:06 pm.

Director Brent left the meeting at 5:06 pm.

**13. RISE AND REPORT**

The Capital Regional District Board rose from the Closed Session at 5:24 pm and reported on the following:

In accordance with Bylaw No. 4120 that the following be appointed to the Agricultural Advisory Planning Commission for a term to expire December 31, 2026: Margot Swinburnson, Nikki Waggoner, Teresa Willman

In accordance with Reaching Home Community Advisory Board Terms of Reference that the following be appointed to the Reaching Home Community Advisory Board for a term to expire December 31, 2024: Margaret Charlie

In accordance with Bylaw No. 3488 that the following be appointed to the Mayne Island Parks and Recreation Commission for a term to expire December 31, 2024: Jacquie Burrows

In accordance with Bylaw No. 2541 that the following be appointed to the Water Advisory Committee for a term to expire December 31, 2024: Alex McArdle, Celine Davis, Tayler Krawczyk, Craig Nowakowski, Katie Oppen, Adam Pakvis, Wilf Scheuer, David Timothy, Kathleen Zimmerman

In accordance with the Solid Waste Advisory Committee Terms of Reference that the following be appointed to the Solid Waste Advisory Committee for a term to expire December 31, 2025: Ruben Anderson

**14. ADJOURNMENT**

MOVED by Director McNeil-Smith, SECONDED by Director Little,  
That the March 8, 2023 Capital Regional District Board meeting be adjourned at 5:25 pm.  
CARRIED

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**CHAIR**

**CERTIFIED CORRECT:**

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**CORPORATE OFFICER**

## Meeting Minutes

### Capital Regional District Board

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Wednesday, March 15, 2023

1:05 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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#### Special Meeting - Final Budget

#### PRESENT

DIRECTORS: C. Plant (Chair), M. Alto, J. Bateman (for M. Tait), P. Brent, S. Brice, J. Brownoff (EP), J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, S. Goodmanson (EP), G. Holman, D. Kobayashi, M. Little, C. McNeil-Smith, K. Murdoch, D. Murdock, C. Stock (for P. Jones), L. Szpak, D. Thompson, S. Tobias (EP), 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; M. Barnes, Senior Manager, Health and Capital Planning Strategies; R. Lachance, Senior Manager, Financial Services; B. Semmens, Manager, Financial Planning & Performance; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors P. Jones, M. Tait

The meeting was called to order at 1:23 pm.

#### 1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

#### 2. APPROVAL OF THE AGENDA

**MOVED** by Director de Vries, **SECONDED** by Director Brent,  
That the agenda for the March 15, 2023 Session of the Capital Regional District Board be approved.

**MOVED** by Director de Vries, **SECONDED** by Director Desjardins,  
To waive notice of a special meeting matter to add the following item to the agenda:

- 4.2. Island Corridor Foundation Update

**CARRIED**

The question was called on the amended motion:

That the agenda for the March 15, 2023 Session of the Capital Regional District Board be approved as amended.

**CARRIED**

**3. PRESENTATIONS/DELEGATIONS**

There were no presentations or delegations.

**4. SPECIAL MEETING MATTERS**

**4.1.**     [23-073](#)           Bylaw No. 4537: 2023 to 2027 Financial Plan Bylaw, 2023

T. Robbins and N. Chan spoke to Item 4.1.

N. Chan provided the CRD 2023-2027 Final Budget presentation.

Discussion ensued regarding:

- annual average population growth
- impact of land banking requisition funds on budget
- status of reserve funds
- increase in cost of wastewater treatment chemicals
- changes in jurisdictional property assessments
- payments in lieu of taxes
- financial impact per average household
- jurisdictional impacts of land banking requisition
- process of establishing requisition rates

**MOVED by Director Caradonna, SECONDED by Director Brice,**

**That the meeting be recessed at 2:26 pm.**

**CARRIED**

**The meeting reconvened at 2:30 pm.**

Discussion ensued regarding:

- current housing projects
- land banking service establishment bylaw
- five year financial plan projection
- unallocated funds related to housing projects

**Director Windsor left the meeting at 2:49 pm and joined electronically.**

**MOVED by Director de Vries, SECONDED by Director Thompson,**

**1. That Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023", be introduced and read a first time.**

**CARRIED**

**Opposed: Tobias**

**MOVED by Director de Vries, SECONDED by Director Brent,**

**2. That Bylaw No. 4537 be read second time.**

Discussion ensued regarding:

- housing crisis and affordable housing
- inflation in the region
- land banking policy

**MOVED by Director Desjardins, SECONDED by Director Windsor,**

**To remove the land banking amount of \$3.6 million from the budget.**

**MOVED by Director McNeil-Smith, SECONDED by Director Brent,**

**That the meeting be extended past the 3 hour scheduled time.**

**CARRIED**

Discussion ensued regarding:

- closing potential equity gaps on project funding
- lack of information to support the requisition of funds
- infrastructure funds for electoral areas

Director D. Murdock left the meeting at 4:24 pm.

Director K. Murdoch left the meeting at 5:01 pm and joined electronically.

Director D. Murdock joined the meeting electronically at 5:07 pm.

**MOVED** by Director Desjardins, **SECONDED** by Director Alto,  
That the previous question to remove the land banking amount of \$3.6 million  
from the budget be called.

**CARRIED**

The question was called:

To remove the land banking amount of \$3.6 million from the budget.

**CARRIED**

**Opposed:** Alto, Brent, Brice, Murdock, Caradonna, Coleman, de Vries, Plant,  
Thompson

The question was called on the main motion as amended:

**2. That Bylaw No. 4537 be read a second time as amended.**

**CARRIED**

**Opposed:** Brent, Caradonna, de Vries

**4.2.**     [23-243](#)

Island Corridor Foundation Update

Chair Plant presented Item 4.2. for information.

Discussion ensued regarding reconciliation.

The Board thanked Chair Plant for his advocacy.

**5. ADJOURNMENT**

**MOVED** by Director Alto, **SECONDED** by Director Brice,  
That the March 15, 2023 Capital Regional District Board meeting be adjourned at  
5:24 pm.

**CARRIED**

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**CHAIR**

**CERTIFIED CORRECT:**

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**CORPORATE OFFICER**

## Meeting Minutes

### Capital Regional District Board

---

Wednesday, March 29, 2023

1:00 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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#### Special Meeting - Final Budget

#### PRESENT

DIRECTORS: C. Plant (Chair), M. Tait (Vice Chair) (EP), M. Alto, P. Brent (EP), J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins (EP), S. Goodmanson (1:04 pm), G. Holman (EP), P. Jones, D. Kobayashi (EP), M. Little, C. McNeil-Smith (EP), K. Murdoch, D. Murdock, L. Szpak, S. Tobias (EP), A. Wickheim (EP), K. Williams, R. Windsor (EP)

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; R. Lachance, Senior Manager, Financial Services; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors S. Brice, J. Brownoff, D. Thompson

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

#### 1. TERRITORIAL ACKNOWLEDGEMENT

Chair Plant provided a Territorial Acknowledgement.

#### 2. APPROVAL OF THE AGENDA

**MOVED** by Director Coleman, **SECONDED** by Director Alto,  
That the agenda for the March 29, 2023 Session of the Capital Regional District Board be approved.  
**CARRIED**

#### 3. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

#### 4. SPECIAL MEETING MATTERS

4.1. [23-245](#) Amended Bylaw No. 4537: 2023 to 2027 Financial Plan Bylaw, 2023

Discussion ensued regarding lack of support for core housing needs in the budget.

Director Goodmanson joined the meeting at 1:04 pm.

**MOVED** by Director Murdoch, **SECONDED** by Director Szpak,

1. The Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023" be read a third time.

**CARRIED**

Opposed: de Vries

**MOVED** by Director Murdoch, **SECONDED** by Director Williams,

2. That Bylaw No. 4537 be adopted.

**CARRIED**

Opposed: de Vries

**MOVED** by Director Murdoch, **SECONDED** by Director Williams,

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

**CARRIED**

Opposed: de Vries

**5. ADJOURNMENT**

**MOVED** by Director Murdoch, **SECONDED** by Director Coleman,

That the March 29, 2023 Capital Regional District Board meeting be adjourned at 1:07 pm.

**CARRIED**

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**CHAIR**

**CERTIFIED CORRECT:**

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**CORPORATE OFFICER**

# **Towards a Community Safety and Wellbeing Plan and Council for the Capital Region**

**Trevor Hancock  
Christiane Sadeler  
Shannon Turner  
Steve Woolrich**

-----  
**12 April 2023**



# Who we are

- **Trevor Hancock**
    - Internationally recognised leader on Healthy Communities, Emeritus Professor of Public Health and Social Policy, UVic
  - **Christiane Sadeler**
    - Long-time Director of the Waterloo Region Crime Prevention Council and Founding Chair, Canadian Municipal Network on Crime Prevention
  - **Shannon Turner**
    - Co-Chair, Prevention of Violence Canada and Executive Director, Public Health Association of BC
  - **Steve Woolrich**
    - Vice-President, Crime Prevention Through Environmental Design – Canada and co-founder, Placemaking Network of Victoria
- 

# Our three key points

- 1. Community safety is about much more than just policing**
  - 2. Community safety is an issue for the whole region**
  - 3. The CRD could use its convening power to move this agenda forward**
- 

**“Public safety is not just about people being safe but also their feeling safe. It is a perception grounded in freedom from harm and the consequences of crime and disorder in our homes, workplaces, and communities. It comes from the confidence that government and public safety agencies will respond effectively to emergencies, whether caused by acts of nature or human beings.” (p 110)**

**Final Report of the [NS]  
Mass Casualty Commission  
*March 2023***

# 1. Community safety is about much more than just policing

- **“We must invest in a public safety system that is about more than police services, where multiple partners work together every day with substantial community engagement.”**

**Final Report of the [NS]  
Mass Casualty Commission  
*March 2023***

- **“We conclude that rather than starting with questions about the role of policing, we need to recalibrate the question and start with community.” (p 126 – 7)**
- **“The community, not the police, needs to be at the centre of a modernized community safety and well-being model, with the police serving as a collaborative partner, not as the primary actor in this social system.” (p 195)**

**Final Report of the [NS]  
Mass Casualty Commission  
*March 2023***

## 2. Community safety is an issue for the whole region

This national framework would be based on guiding principles central to the delivery of public services that include:

- (i) the centrality of **a commitment to equality and inclusion** as foundational principles for community safety and well-being;
- (ii) **a prevention-first approach** to safety;
- (iii) an understanding that **social determinants of health are also the social determinants of community safety and well-being**;
- (iv) an understanding that **police and corrections are layers of this approach** to community safety and well-being as decentred and collaborative partners;

- **The Commission recommends that “provincial and territorial governments should each enact laws within a year to create a statutory framework for community safety and well-being initiatives. These frameworks should include provision for (*among other things*):**
  - (ii) municipalities (individually or jointly) to prepare and adopt community safety and well-being plans in partnership with a multi-sectoral advisory committee;**
  - (iii) community safety planning to address four areas: social development, prevention, early intervention, and incident response; [L] [SEP]**

**Final Report of the [NS] Mass Casualty Commission**

***March 2023***

# 3. The CRD could use its convening power to move this agenda forward



Source: Waterloo Region Crime Prevention Council

- **“The community safety ecosystem is a framework of governmental, institutional, and agency and service provider relationships, including processes for community engagement.” (p 103)**

**Final Report of the [NS]  
Mass Casualty Commission  
*March 2023***



# A chance to hear from Prof. Irvin Waller

**Irvin Waller is an Emeritus Professor of Criminology at University of Ottawa. He is an internationally acclaimed expert on community safety, violence prevention and victim's rights. He has served on national commissions in Canada, South Africa, the UK and the USA.**

**He pioneered the UN General Assembly Resolution on Principles of Justice for Victims.**

**Professor Waller is in the area on vacation in May and has agreed to two presentations on Friday May 5th**

- 1. A lunch and discussion with local Mayors**
- 2. A presentation and discussion with invited community leaders in the early afternoon**

**Details and invitations will follow**

# Contacts

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CPTED  
CANADA



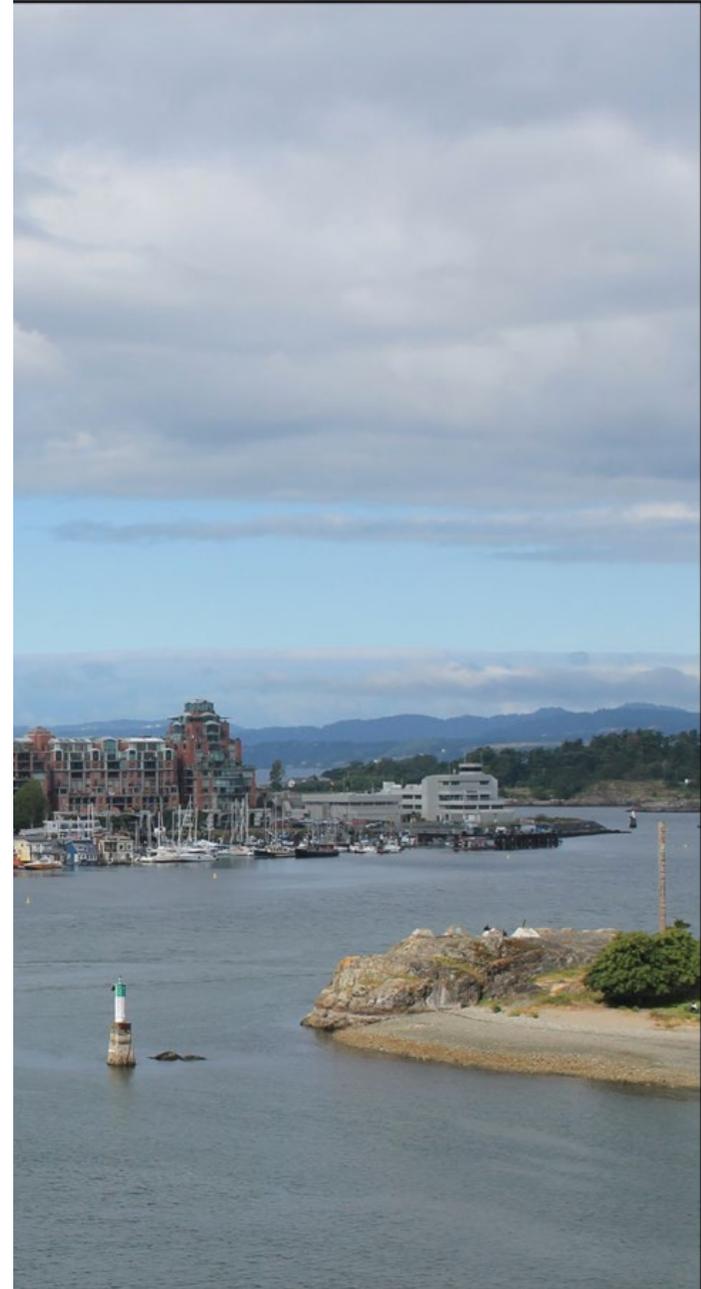
CRIME PREVENTION  
THROUGH ENVIRONMENTAL DESIGN

# Core Area Liquid Waste Management Committee

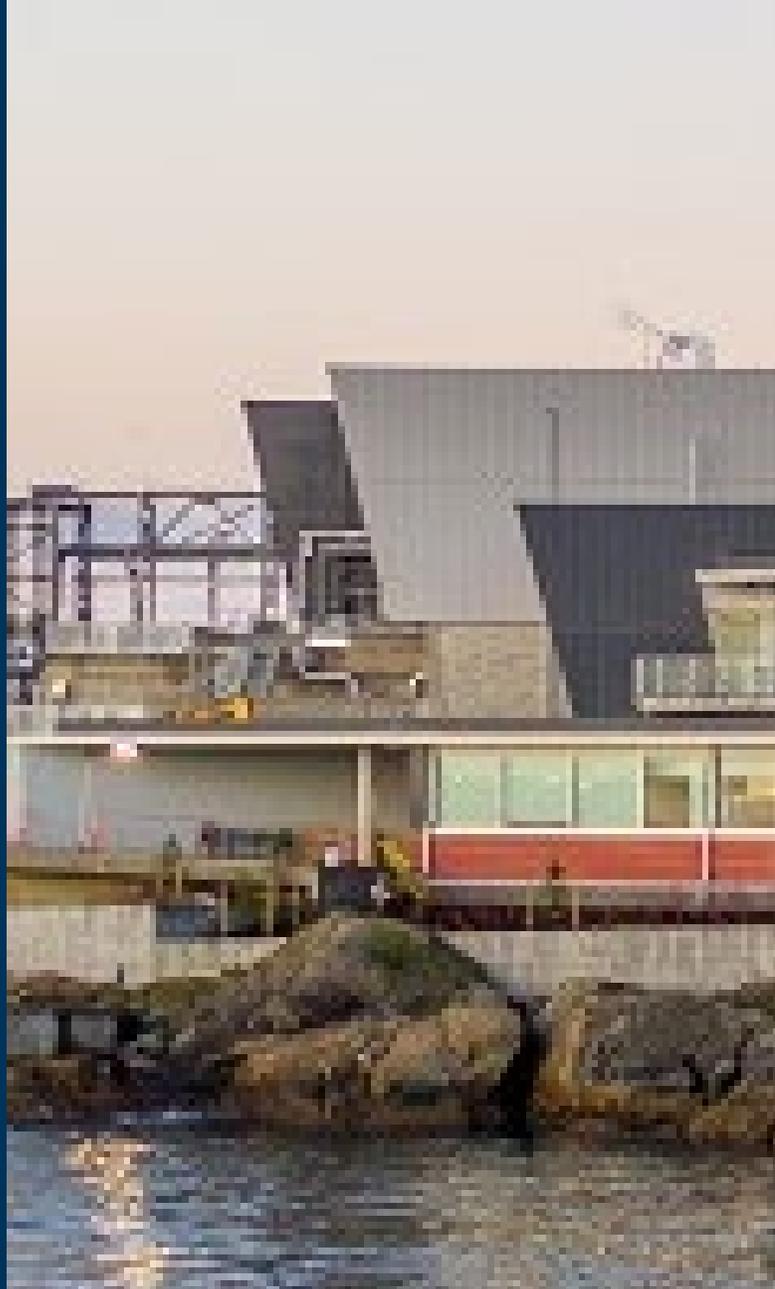
March 22, 2023

# Agenda

1. Introduction
2. Governance and Service Overview
3. Service Levels and System Overview
4. Key Trends
5. Budget
6. Key Initiatives



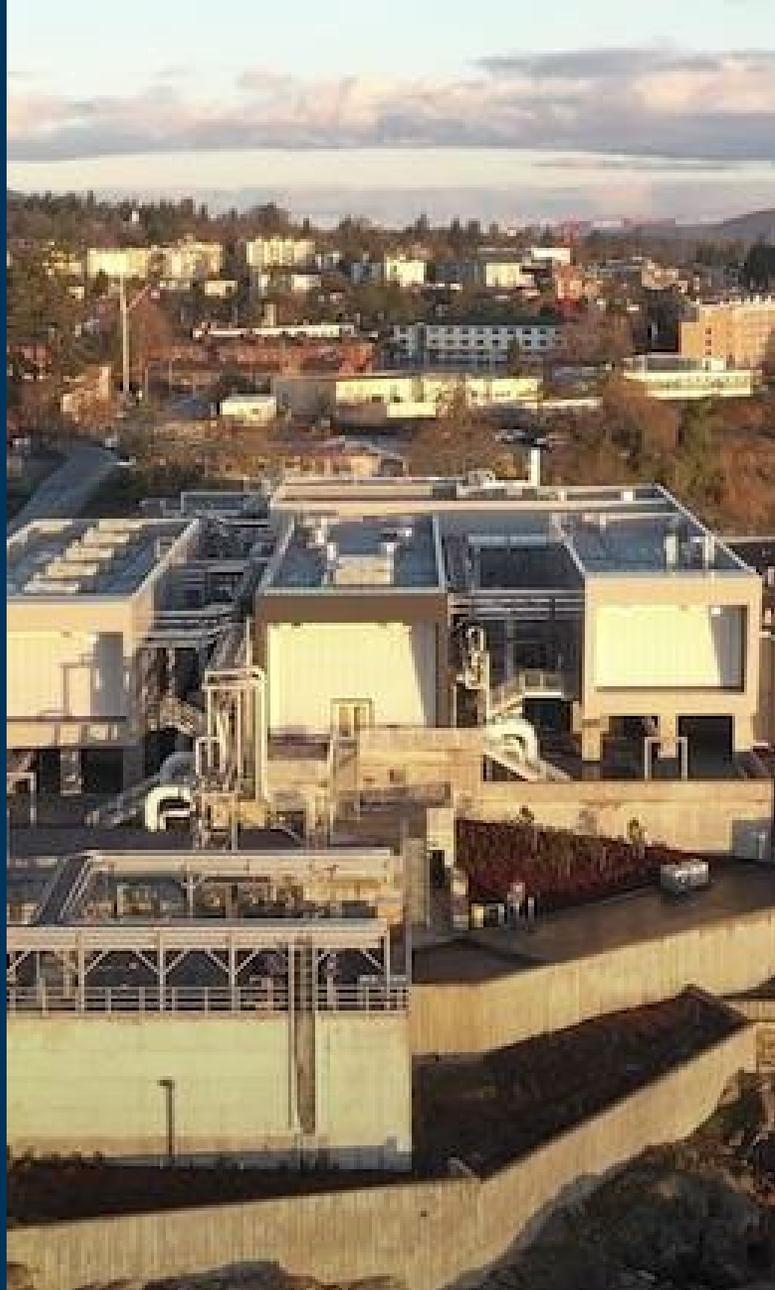
# Governance Overview



## Core Area Wastewater Service

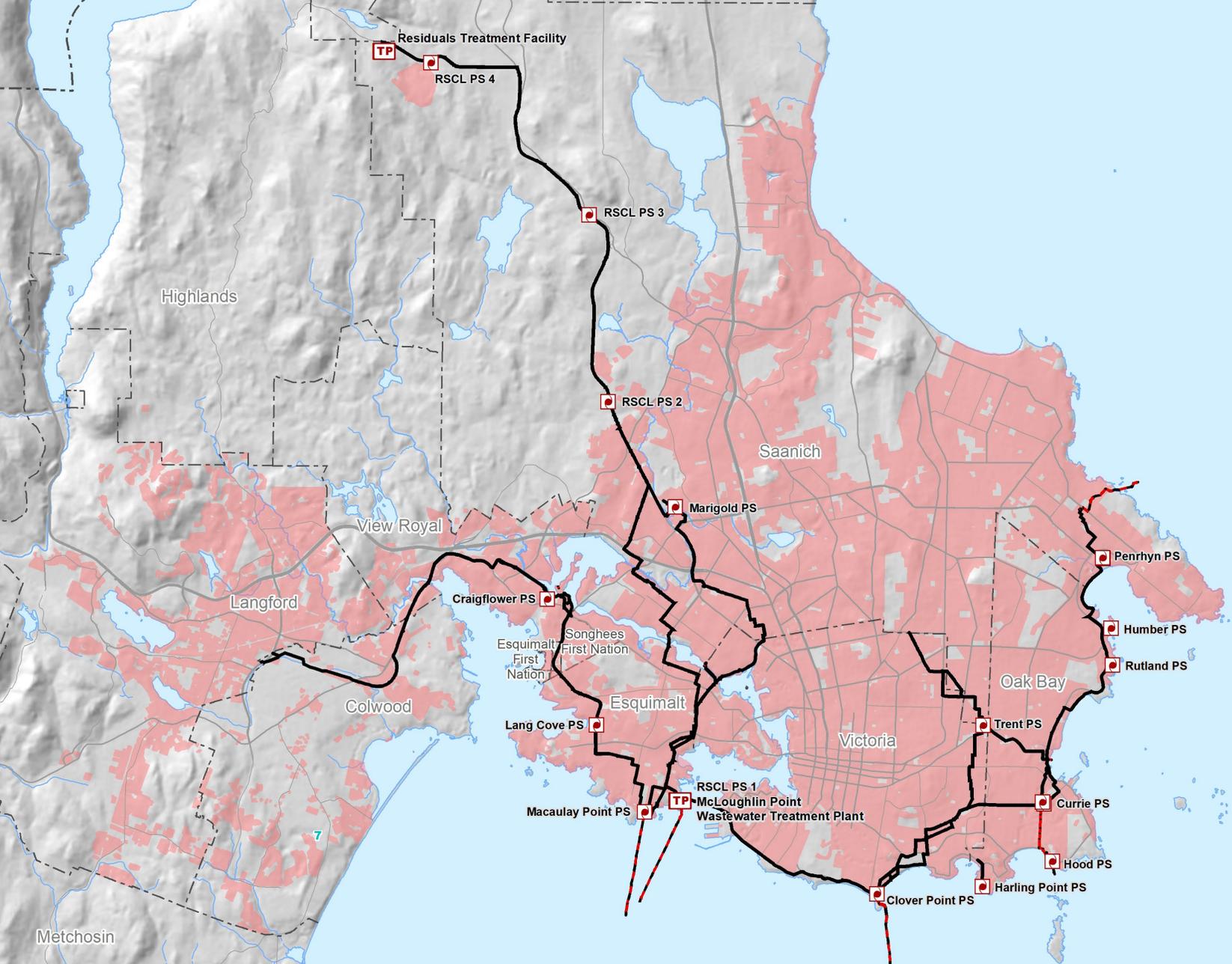
- Bylaw No. 2312 – LWM Core Area and Western Communities Service Establishment Bylaw No. 1, 1995 – Consolidated, Amendment Bylaw No. 3028 & 3319
- Terms of Reference and CRD Bylaws
- Core Area Liquid Waste Management Committee (16 members)

# Service Overview



## Core Area Wastewater Service

- Provides trunk system transmission for wastewater generated in the municipalities of Saanich, Oak Bay, Victoria, Langford, View Royal and Colwood as well as the Esquimalt and Songhees First Nations
- Provides secondary and primary treatment and disposal for Core Area wastewater generation
- Provides residual solids treatment and disposal for treated Core Area wastewater



## System Overview

- McLoughlin Treatment Plant
- Residual Treatment Facility
- 12 Large Pump Stations
- 6 Small Pump Stations
- 21.2 km of gravity pipe
- 61.3 km of pressure pipe
- 9.3 km of outfall/overflow pipe
- Arbutus Attenuation Tank
- 205 Manholes

# Service Levels



## Core Area

- Operational management for the transmission, treatment and disposal of wastewater and residual solids generated from the municipalities of Saanich, Oak Bay, Victoria, Esquimalt, View Royal, Langford and Colwood as well as the Esquimalt and Songhees First Nations.
- Engineering and planning support
- Asset management and maintenance planning

# Service Levels



## Environmental Monitoring

### Wastewater Monitoring

- Evaluate compliance with Provincial and Federal Authorizations for the seven treatment plants
- Inform Regional Source Control Program initiatives
- Inform optimization of wastewater system operations

### Environmental Monitoring

- Assess potential human health and environmental effects of CRD wastewater discharges
- Complete regulatory and public reporting

# Service Levels



## Environmental Regulatory Oversight

- Facilitate Liquid Waste Management Planning in the Core Area and Saanich Peninsula
- Liaise with Provincial and Federal regulators to support:
  - Improvements to infrastructure that safeguard human health and the environment
  - Permitting and regulatory compliance for new initiatives and projects

# Key Trends

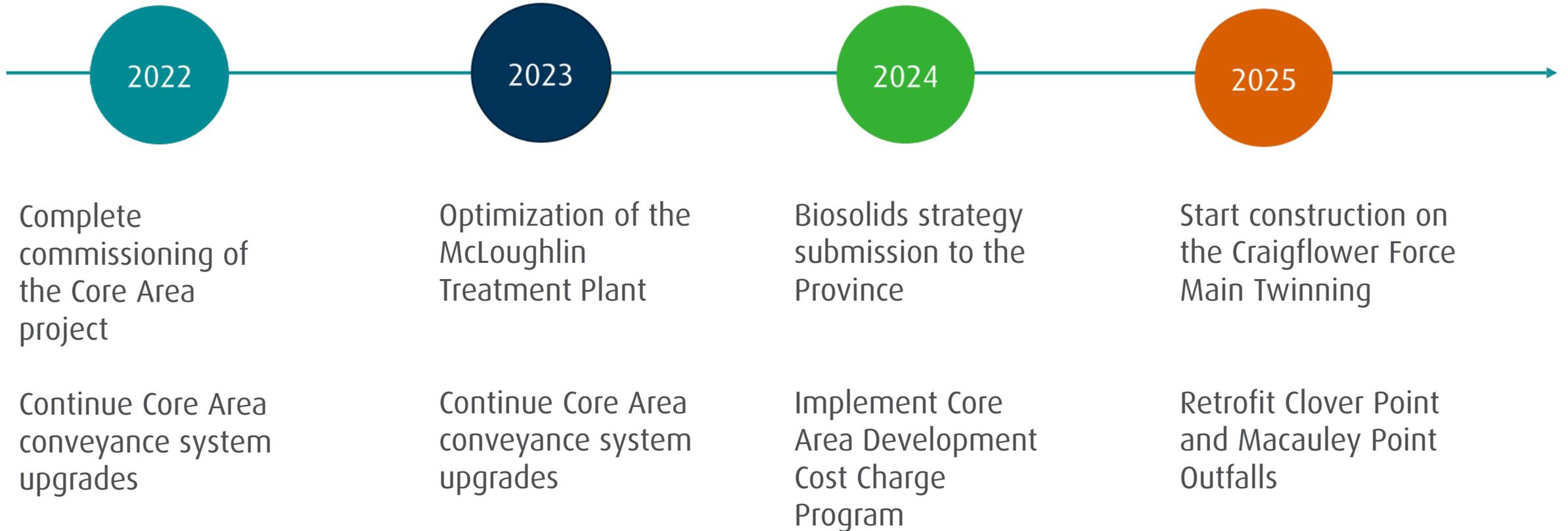
- Ongoing commissioning and optimization of new Core Area wastewater infrastructure including the Residuals Treatment Facility
- Operating and maintenance of other assets in region ongoing; several renewal investments planned to ensure regulatory compliance
- **Biosolids:** biosolids beneficial use options will be presented to committee in 2023, with the finalized long-term biosolids strategy to be submitted for provincial approval no later than June 18, 2024



# Core Area Budget

- The Core Area Wastewater Service Budget is funded entirely by tax requisition to the member municipalities of Saanich, Oak Bay, Victoria, Esquimalt, View Royal, Langford and Colwood as well as the Songhees and Esquimalt First Nations
- The operating budget for 2023 is estimated at **\$30.5 million**
- The capital budget for 2023 is estimated at **22.2 million**
- Capital projects are funded by a combination of reserves and long-term debt

# Key Initiatives





# Thank you

How to contact us:

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@crdvictoria



Capital Regional District



CRDVictoria



[crd.bc.ca](http://crd.bc.ca)



**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE  
MEETING OF WEDNESDAY, MARCH 22, 2023**

**SUBJECT     Wastewater Operations and Capital Plan Update – March 2023**

**ISSUE SUMMARY**

To provide the Core Area Liquid Waste Management Committee (Committee) with Core Area Wastewater System (System) operations update and capital program status report.

**BACKGROUND**

**CAPITAL PROGRAM UPDATE**

There are two major capital programs associated with the System. One is the overall asset renewal for all the System components and is reflected in the 5-year capital plan. The second is the Core Area Wastewater Treatment Project (Project) which delivered nine major components (location map in Appendix A) and, with the exception of the Residual Solids Treatment Plant, have been completed and accepted operationally by the Capital Regional District (CRD).

**Core Area Wastewater Treatment Program**

This capital program reflects the first year of the planned capital spending for the next five years and forms part of the annual service budget that is approved in March each year by CRD Board. In 2023, 36 projects have been identified with an expenditure estimated at \$22,235,000. General project groupings are as follows:

Category	Description	# of Projects	Capital Budget
Pump Station Upgrades	<ul style="list-style-type: none"> <li>includes asset renewal and upgrades to six pump stations</li> </ul>	7	\$3,360,000
Gravity Sewers & Manholes	<ul style="list-style-type: none"> <li>trunk sewer upgrades including asset renewal and replacement</li> <li>primary expenditure is relining two kilometers of pipe estimated at \$8.3 million</li> </ul>	6	\$10,125,000
Pressure Pipes & Appurtenances	<ul style="list-style-type: none"> <li>assessment of two siphons</li> <li>initial design for twinning a major forcemain</li> <li>upgrade of a major siphon chamber</li> </ul>	4	\$1,390,000
Flow Meters	<ul style="list-style-type: none"> <li>asset renewal of seven flow meters</li> </ul>	7	\$1,050,000
General	<ul style="list-style-type: none"> <li>asset management program development</li> <li>development of a Core Area Development Cost Charge Program</li> <li>miscellaneous system upgrades</li> <li>SCADA monitoring and security upgrades</li> </ul>	12	\$6,040,000
		<b>36</b>	<b>\$22,235,000</b>

**Core Area Wastewater Treatment Project (Project)**

The Project has an estimated budget of \$775 million and with all the warranty periods ending by the end of 2023 there is expected to be remaining unallocated funds that will be used for optimization of McLoughlin Treatment Plant including but not limited to odour control optimization and investigating alternative chemical applications.

Initial projects that have been identified to manage optimization and performance are:

- 1) Mist/Grease eliminator.
- 2) Upgrade H2S sensors.
- 3) Scum removal system upgrade.
- 4) Odour dispersion modeling.

The above projects are currently being scoped and budgets determined.

**OPERATIONS UPDATE**

Aside from the Residual Solids Treatment Plant, which is pending Final Acceptance, the remainder of the system has minimal unexpected operational issues. However, as was reported to the CRD Board on December 14, 2022, there continues to be some odour concerns that are being investigated further and addressed in accordance with the action plan attached as Appendix B. A recap of odour issues reported to the CRD Board follows:

- While the treatment plant has been certified compliant by third party documentation, there still remains occasional odour issues. In addition to further odour investigations and increased odour monitoring and analysis efforts, initial thoughts to remediating these issues are currently focused on optimization of the odour control systems and developing improved operational processes to address odour releases when maintenance activities require unsealing the plant.
- The CRD remains committed to achieving the performance criteria set out for the McLoughlin Point Wastewater Treatment Plant (WWTP) and assisting the other municipalities in determining other potential sources and infrastructure issues. If, through the work outlined above it is determined that the odour control systems at the WWTP require modification, there is adequate funding available in remaining unallocated Core Area Wastewater Treatment Program budget to implement the work.

The four initial projects identified previously are all expected to positively impact odour results and support an ongoing odour management program.

**Compliance**

As part of day-to-day operations, compliance monitoring is carried out to ensure regulatory requirements are being met and reported on.

A summary of non- compliance events in 2022 follows:

<b>Month</b>	<b># of times out of Compliance</b>	<b>Reasons for Non-Compliance</b>
January	9	Discharge of blended effluent (9 times)

Month	# of times out of Compliance	Reasons for Non-Compliance
February	3	Discharge of blended effluent (2 times); average TSS and CBOD exceeded permitted levels
March	2	Discharge of blended effluent (1 time); average TSS and CBOD exceeded permitted levels
April	3	Discharge of blended effluent (2 times); average TSS and CBOD exceeded permitted levels
May	1	Average TSS and CBOD exceeded permitted levels
June	2	Maximum TSS and CBOD exceeded permitted levels; Rainbow trout toxicity testing failed
July	1	Average CBOD exceeded permitted levels
August	1	Average CBOD exceeded permitted levels
September	1	Average CBOD exceeded permitted levels
October	5	Discharge of blended effluent (4 times); maximum TSS and average CBOD exceeded permitted levels
November	2	Discharge of blended effluent (1 time); maximum and average TSS and CBOD exceeded permitted levels
December	5	Discharge of blended effluent (4 times); missed sample due to problem with sampler so noncompliant with requirement for 5 samples/week
<b>Annual Total:</b>	<b>35</b>	Discharge of blended effluent (23 times); average or maximum exceedance for CBOD and/or TSS (10 times), other (2 times)

- McLoughlin Treatment Plant had at least 1 non-compliance every month in 2022.
- Effluent quality compliance (TSS/CBOD) is likely the most significant non-compliance issue from the regulator's perspective.
- Premature discharge of blended effluent was also common. This is when the plant discharged primary plus tertiary blended effluent when it was not actually raining and should have been able to treat everything to tertiary. However, when these events happened, they were mostly short duration and didn't necessarily negatively affect effluent quality.
- A missed sample and failed rainbow trout toxicity test were the last two non-compliance situations.

As plant optimization and operational performance refinement continues it is expected that compliance issues should decrease.

## **CONCLUSION**

This report provides the Core Liquid Waste Management Committee with updates on both ongoing capital programs for the Core Area Wastewater System and the Core Area Wastewater Treatment Project. In addition, information has been provided regarding operational issues and non-compliance events.

**RECOMMENDATION**

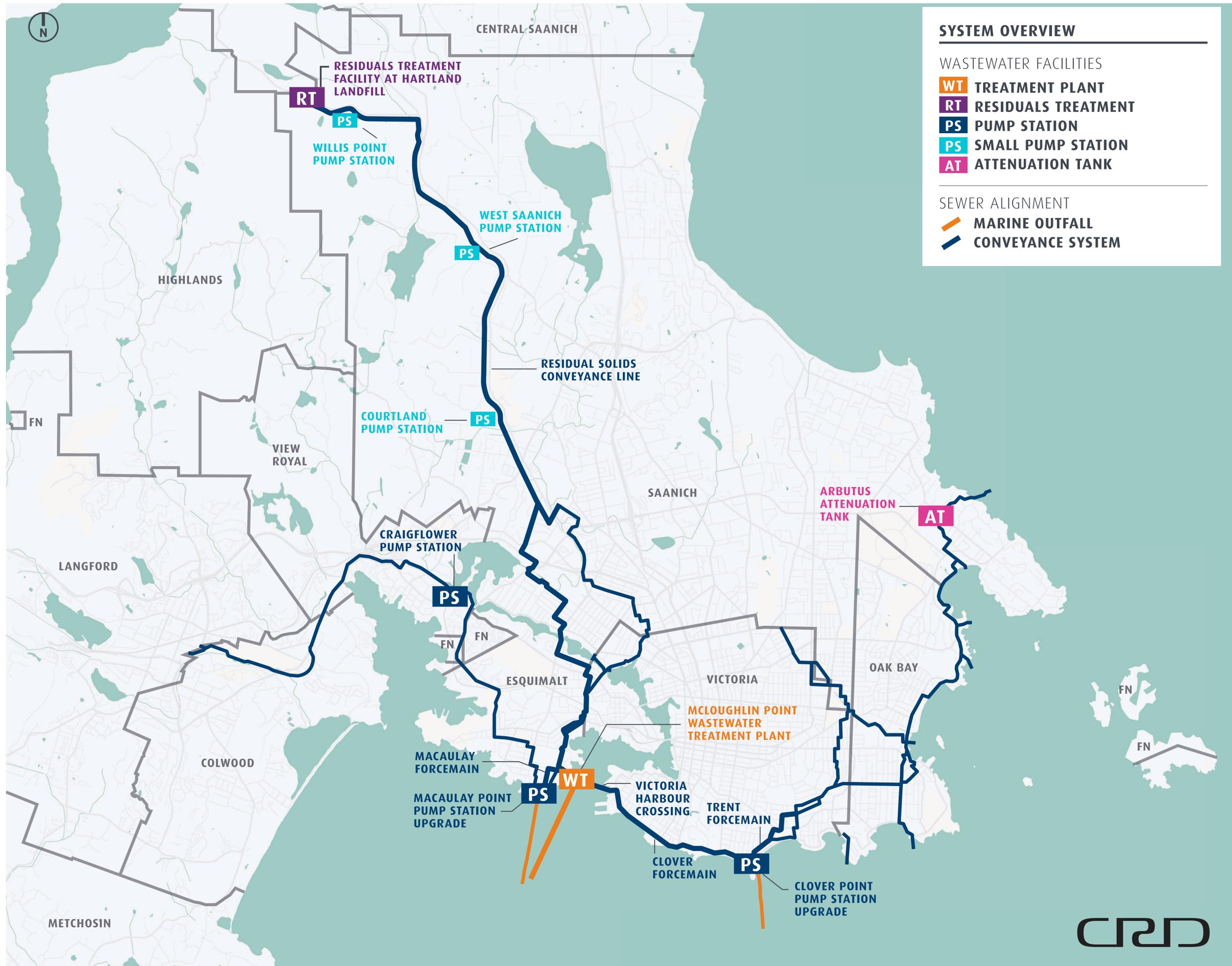
There is no recommendation. This report is for information only.

Submitted by:	Ian Jesney, P. Eng., Acting General Manager, Integrated Water Services
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Core Area Wastewater Treatment Overview Map  
Appendix B: Odour Investigation Action Plan

# Core Area Wastewater Treatment Overview Map



## ODOUR INVESTIGATION ACTION PLAN

Summarize and analysis of previous odour complaints (last two years and background)				STATUS UPDATE
1	Summary of odour regulations in other jurisdictions	Crystal/Chris	Nov-04	Complete
2	Analyze complaints' trends as well as geographical and seasonal distribution	Crystal/Sadra	Nov-11	Complete
3	Correlate complaints with operating conditions (wet weather, DensaDeg vs. plate settler tanks in use, etc.) or maintenance activities (cleaning tanks, scrubber media replacement, etc.)	Crystal/Denis	Nov-18	Complete
4	Summarize all finding in a TM	Crystal/Chris	Dec-02	Complete

Confirm the performance of the odour control systems				STATUS UPDATE
<i>Audit of the odour collection system:</i>				
1	Field investigation to confirm the integrity of the tank covers, note deficiencies and document recommendations	Crystal/Sadra	Nov-04	Complete
2	Review existing H2S data and create a detail scope of future field investigation as highlighted below	Crystal/Sadra	Nov-18	Complete
3	Field investigation to measure negative air pressure under all covers	Crystal/Denis	Jan-31	Complete
4	Field investigation to measure H2S under all covers and at some untreated sources (HVAC units, vents, etc.)	Crystal	Jan-31	Complete
5	Field investigation to measure the velocity of foul air extraction from each tank	Denis/Contractors	Q2-2023	In progress
6	Confirm 6 CFM air extraction from each tank is met	Martina/Sadra	Jan-31	Complete
7	Identify "possible" improvements to the foul air collection system - Recommendations will need to be further assessed	Sadra	Q2-2023	In progress
<i>Audit of the treatment system:</i>				
1	Confirm the design parameters identified for all units are met	Sadra	Nov-04	Complete
2	Review water quality and quantity in the BTF	Sadra/Crystal	Nov-04	Complete
3	Review all operating variables for treatment systems (differential pressures, online H2S, air flow rate data, runtime, etc.)	Sadra	Nov-11	Complete
4	Confirm the performance of mist eliminators	Sadra/Dave	Nov-11	Complete
5	Assess the condition of carbon media in ACFs	Sadra/Denis	Jan-31	Complete
6	Review maintenance records and summarize findings	Sadra/Crystal/Dave	Nov-18	Complete
7	Collect samples for odour and air quality analysis at the inlet and outlet of each online scrubber (BTF or ACF) to confirm the performance of the units comply with the design objectives			
	a. Develop the scope of sampling, including sample locations and required analysis	Sadra	Oct-28	Complete
	b. Schedule, budget, resources, and procurement for sample collection and analysis	Chris	Q2-2023	In Progress
	c. Analysis of results, if necessary	Sadra	Q4-2023	Planned
8	Identify "possible" improvements to the foul air treatment system - Recommendations will need to be further assessed	Sadra	Nov-25	Complete
9	Summarize all findings in a TM	Sadra	Dec-02	Complete

Measure odour at the fenceline and beyond.				STATUS UPDATE
1	Install a weather station at MPWWTP	Dave/Denis	Nov-28	Complete
2	Collect samples for odour analysis at the fence line to confirm MPWWTP does not exceed 5 odour units / m3			
	a. Develop the scope of sampling, including sample locations	Sadra/Chris	Oct-28	Complete
	b. Schedule, budget, resources and procurement for sample collection and analysis	Chris	Q 2 - 2023	In Progress
	c. Analysis of results, if necessary (Sadra)	Sadra	Q 4 - 2023	Planned
3	Finalize and complete the VIU project to measure a large number of emitted chemicals associated with MPWWP in the community	Chris/Sadra VIU	Q 4 - 2023	In progress
4	Update the odor and H2S dispersion model based on the updated plant emission data and the new weather station installed at the plant	Sadra/Consultant/Chris	Q 4 - 2023	In Progress



Making a difference...together

## REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**    2022 Community Works Fund Annual Report

### **ISSUE SUMMARY**

This report provides a summary of Community Works Fund (CWF) activity for the period of January 1, 2022 through December 31, 2022.

### **BACKGROUND**

CWF is one of three program streams under the Canada Community- Building Fund (CCBF) Program. The CCBF transfer is from the federal government, and Union of British Columbia Municipalities (UBCM) administers the CCBF program on behalf of the province through a trilateral agreement. The agreement between the Government of Canada-Province of BC-UBCM provides a 10-year commitment (2014-2024) to deliver funding to local governments for infrastructure and capacity-building projects. This agreement provides the administrative framework for the program. It sets out the funding allocation, program delivery, and eligible categories.

To receive funding, local governments are required to enter into an agreement with UBCM as the program administrator. Funding is distributed to local governments through UBCM on a per capita basis that also includes a funding floor. In alignment with Capital Regional District (CRD) Board Direction (August 2014), CWF funds are reallocated to the three Electoral Areas (EAs): Juan de Fuca (JDF), Salt Spring Island (SSI) and Southern Gulf Islands (SGI) on a per capita basis. Once funds are distributed, staff administer the program through a continuous application process. Appendix A provides a summary of activity since 2006 and remaining balances at the end of 2022.

The CRD has been a recipient of CWF under two agreements: 2005-2014 and 2014-2024. The current agreement expires March 31, 2024, and consultation with local governments is expected to occur in 2023. UBCM and the Province will be undertaking a joint negotiation approach for a renewed CCBF agreement. In the final year of the agreement, the CRD is expecting two more payments in 2023. Staff will bring a report back to the Board once a new agreement is brought forward.

### **IMPLICATIONS**

#### *Service Delivery Implications*

CRD services and third parties in the EAs are eligible to access CWF funding. The funding is used to support the diverse needs and local priorities in each of the EAs. Often, the third-party requests provide services to communities and areas where the CRD has no service authority.

In 2022, successful projects under CWF's eligible categories included fire halls and fire stations, recreational and drinking water infrastructure projects. The agreement also requires local governments to commit to asset management practices. In 2022, several projects were funded to assist with asset management and long-term planning, including infrastructure assessments and

transportation and strategic plans. Appendix B details a list of projects that were awarded in 2022. Appendix C details projects by recipient type and project category.

### Financial Implications

### 2022 Activity

Tables 1 and 2 provide an overview of CWF allocation and activity in the EAs for the past two years.

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

	Population (2021 Census) <sup>1</sup>	%	2022 Allocation (\$)	Population (2016 Census)	%	2021 Allocation (\$)
JDF	5,531	24	279,432	4,860	24	544,748
SSI	11,635	50	587,814	10,557	52	1,205,051
SGI	6,101	26	308,230	4,732	24	529,144
<b>Total</b>	<b>23,267</b>	<b>100</b>	<b>1,175,476</b>	<b>20,149</b>	<b>100</b>	<b>2,278,943<sup>2</sup></b>

<sup>1</sup>In 2021, these numbers are derived from the new Statistics Canada census and were updated in [February 2022](#). In alignment with CRD Board direction (August 2014), the population numbers were updated for CWF distribution to the EAs.

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

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

	2022		2021	
	# of Applications	Amount Awarded (\$)	# of Applications	Amount Awarded (\$)
JDF	14	905,000	7	236,000
SSI	13	2,071,050	9	611,620
SGI	1	80,000	10	636,334
<b>Total</b>	<b>28</b>	<b>3,056,050</b>	<b>26</b>	<b>1,483,954</b>

### Award Trends and Unspent Funds

In a September 2021 CWF Program Overview Report, staff noted that to allocate the funds by the end of the current agreement (March 2024), the rate at which projects were historically awarded on average would need to more than triple. In comparison to the 2014-2020 average (\$0.8 million), in 2022, collectively the EAs awarded 3.5x more (\$3.0 million) to projects (refer to Appendix D for an update on award trends). From 2021 to 2022, EAs effectively doubled their dollar amount awarded to projects.

Since 2014, the CRD has awarded \$10.8 million to projects. In 2023, the CRD is anticipating a final payment of \$1.2 million, for a total of \$13.5 million over a 10-year period. The CRD has \$4.8 million in projected funding remaining (including 2022 year-end and 2023 future payments). In the last two years through the Annual Expenditures Reports (AER) to UBCM, the CRD was required to forecast unspent funds. The CRD is entering the final year of the current agreement (2024) and is proceeding with the assumption all funds will be allocated by March 31, 2024. To fully allocate \$4.8 million in remaining funding, this would involve awarding projects consistent with 2022 levels

(see Appendix D for details). Staff anticipate the volume of applications to continue to increase through the final year, which may require additional resources and capacity to accommodate.

**CONCLUSION**

The 2022 Community Works Fund Annual Report provides a summary of funding activity in 2022. The program is administered through a continuous application process for third parties and CRD Services in the EAs. Applications must have EA Director support and are subject to availability of funds and program eligibility, which is coordinated through a rigorous pre-screening process. The current agreement is coming to an end March 31, 2024. Staff anticipate a new agreement is forthcoming and will bring back a report to the Board.

**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:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: CWF Funding Assigned to Projects and Balance Remaining by Electoral Area, April 1, 2006 – December 31, 2022
- Appendix B: 2022 Community Works Fund Grants Awarded
- Appendix C: 2022 Community Works Fund Detailed Breakdown by Electoral Area
- Appendix D: CWF Program Trends: 2019-2022 and 2014-2023

**Appendix A CWF Funding Assigned to Projects and Balance Remaining by Electoral Area  
April 1, 2006 – December 31, 2022**

<b>CWF Overview</b>	<b>Juan de Fuca (\$)</b>	<b>Salt Spring Island (\$)</b>	<b>Southern Gulf Islands (\$)</b>	<b>Total (\$)</b>
CWF Allocation by Electoral Area	3,968,352	8,729,005	4,118,483	16,815,839
LESS: Funding Assigned to Projects	(3,375,555)	(7,100,879)	(3,950,889)	(14,427,323)
PLUS: Project Surpluses	72,822	171,895	184,722	429,439
PLUS: Interest Earnings	255,060	427,552	102,638	785,250
<b>CWF Balance Remaining</b>	<b>920,679</b>	<b>2,227,572</b>	<b>454,953</b>	<b>3,603,205</b>

## Appendix B 2022 Community Works Fund Grants Awarded

Total Amount Awarded to Projects: \$3,056,050

Total Number of Projects: 28

### JUAN DE FUCA (\$905,000)

No.	CRD Service	Project	Eligible Category	Amount Awarded (\$)
1	Juan de Fuca Parks and Recreation Service	Port Renfrew Playground Replacement – The Park	Recreational Infrastructure	160,000
2	Juan de Fuca Parks and Recreation Service	Playground Replacement – Coppermine Park	Recreational Infrastructure	100,000
3	Juan de Fuca Water Distribution Service	Seagirt Improvement District Water Main Replacement Project	Drinking Water	100,000
4	Juan de Fuca Parks and Recreation Service	Coppermine Community Park Tennis Court Resurfacing Project	Recreational Infrastructure	65,000
5	Port Renfrew Sewer	Port Renfrew Waste Water Treatment Plant Generator Upgrade	Wastewater	60,000
6	Juan de Fuca Parks and Recreation Service	Lot 64 - Trail and Parking Lot Improvement Project	Recreational Infrastructure	50,000
7	Juan de Fuca Parks and Recreation Service	Priest Cabin Park Multi-Use Trail Construction	Recreational Infrastructure	50,000
8	Juan de Fuca Parks and Recreation Service	Wieland Road Trail New Construction	Recreational Infrastructure	50,000
9	Juan de Fuca Parks and Recreation Service	Kemp Lake Fishing Dock Purchase & Installation – Chubb Rd Public Access Enhancement	Recreational Infrastructure	50,000
10	Juan de Fuca Parks and Recreation Service	Elrose Park Trail – Improvement Project	Recreational Infrastructure	45,000
11	SEAPARC Recreation	Demamiel Creek Golf Course Irrigation Pump Replacement and System Upgrade	Recreational Infrastructure	45,000
12	Juan de Fuca Parks and Recreation Service	Butler Trail and Park Remediation – Improvement Project	Recreational Infrastructure	45,000
13	Wilderness Mountain Water Service	Water Treatment Assessment for Enhancement	Drinking Water	45,000
14	Juan de Fuca Parks and Recreation Service	Admirals Forest Park – Trail Improvement Project	Recreational Infrastructure	40,000
			<b>Total</b>	<b>905,000</b>

### SALT SPRING ISLAND (\$2,071,050)

No.	CRD Service	Project	Eligible Category	Amount Awarded (\$)
1	SSI Pool & Park Land Combined Service	Recreation Centre Expansion – Multipurpose Room Addition	Recreational Infrastructure	350,000
2	Salt Spring Island Public Library	Salt Spring Island Public Library Cooling System Upgrade	Cultural Infrastructure	155,000
3	Beddis Water Service	Beddis Water Treatment Plant Intake Design and Construction	Drinking Water	120,000
4	Highland and Fernwood Water Service	Highland and Fernwood Water Treatment Plant Intake Design and Construction Project	Drinking Water	100,000
5	Regional Housing Service	161 Drake Road Drinking Water Distribution System	Capacity Building	80,000
6	Fulford Water Service	Weston Creek Water Main Replacement and Upgrades	Drinking Water	70,000
7	SSI Septage and Composting	Construction of Community Composting Facility at Burgoyne Valley Community Farm (Phase 2)	Solid Waste	60,000
8	SSI Community Parks	Replacement of Electric Vehicle for Salt Spring Island Parks Fleet Conversion Project	Community Energy Systems	50,000
9	Salt Spring Island Community Transportation Service	Purchase and Installation of Speed Reader Boards on Salt Spring	Local Roads	31,050
10	Salt Spring Island Community Transportation Service	Ganges Village Transportation Plan	Capacity Building	30,000
11	SSI Community Parks	Rotary Dinghy Dock Replacement Project	Recreation Infrastructure	20,000
12	SSI Community Transit	Bus Shelter at West Horel Road and Fulford/Ganges Road Project	Public Transit	5,000
			<b>CRD Service Total</b>	<b>1,071,050</b>

No.	Third Party	Project	Eligible Category	Amount Awarded (\$)
1	Salt Spring Island Fire Protection District	New Fire Hall on Salt Spring Island	Fire Hall and Fire Station Infrastructure	1,000,000
			<b>Third Party Total</b>	<b>1,000,000</b>
			<b>Total</b>	<b>2,071,050</b>

### SOUTHERN GULF ISLANDS (\$80,000)

No.	Third Party	Project	Eligible Category	Amount Awarded (\$)
1	Southern Gulf Islands Community Resources Centre Society	Gulf-INLET – Strategic Planning to Support Purposeful Travel in the SGI	Capacity Building	80,000
			<b>Total</b>	<b>80,000</b>

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

\*\*These projects reflect commitment of projects that have been awarded and do not reflect CWF disbursement.

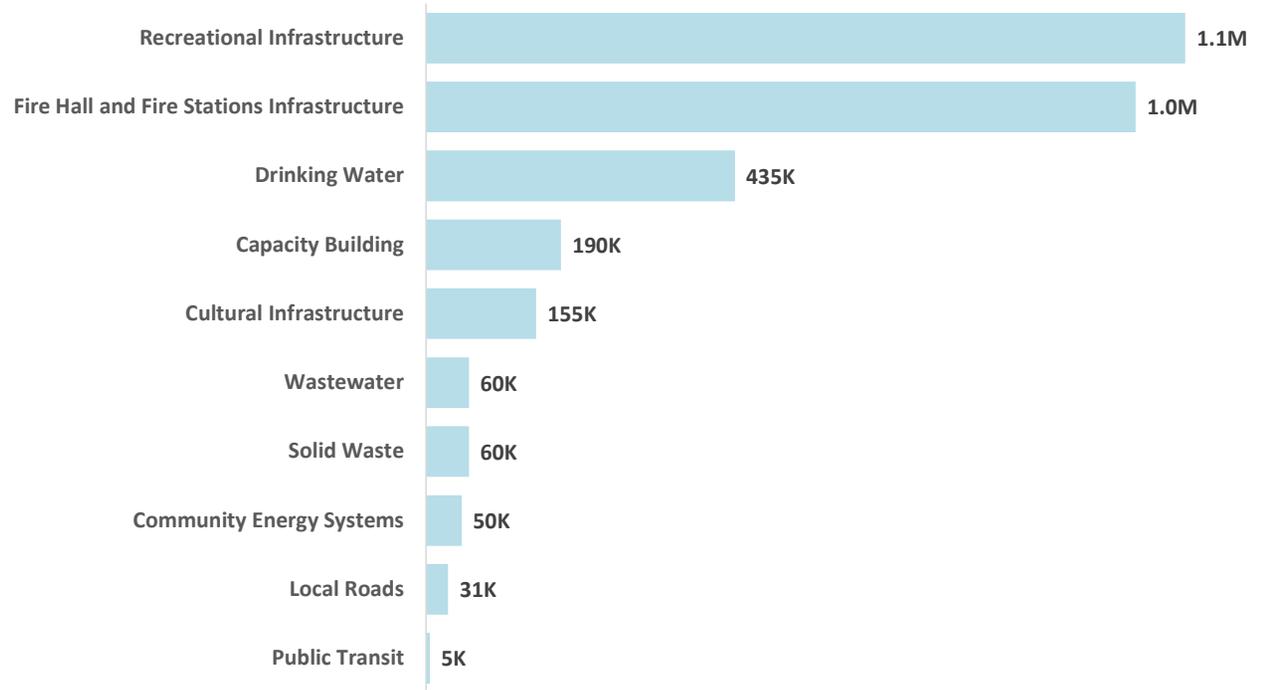
## Appendix C 2022 Community Works Fund Detailed Breakdown by Electoral Area

### Project Categories under CWF

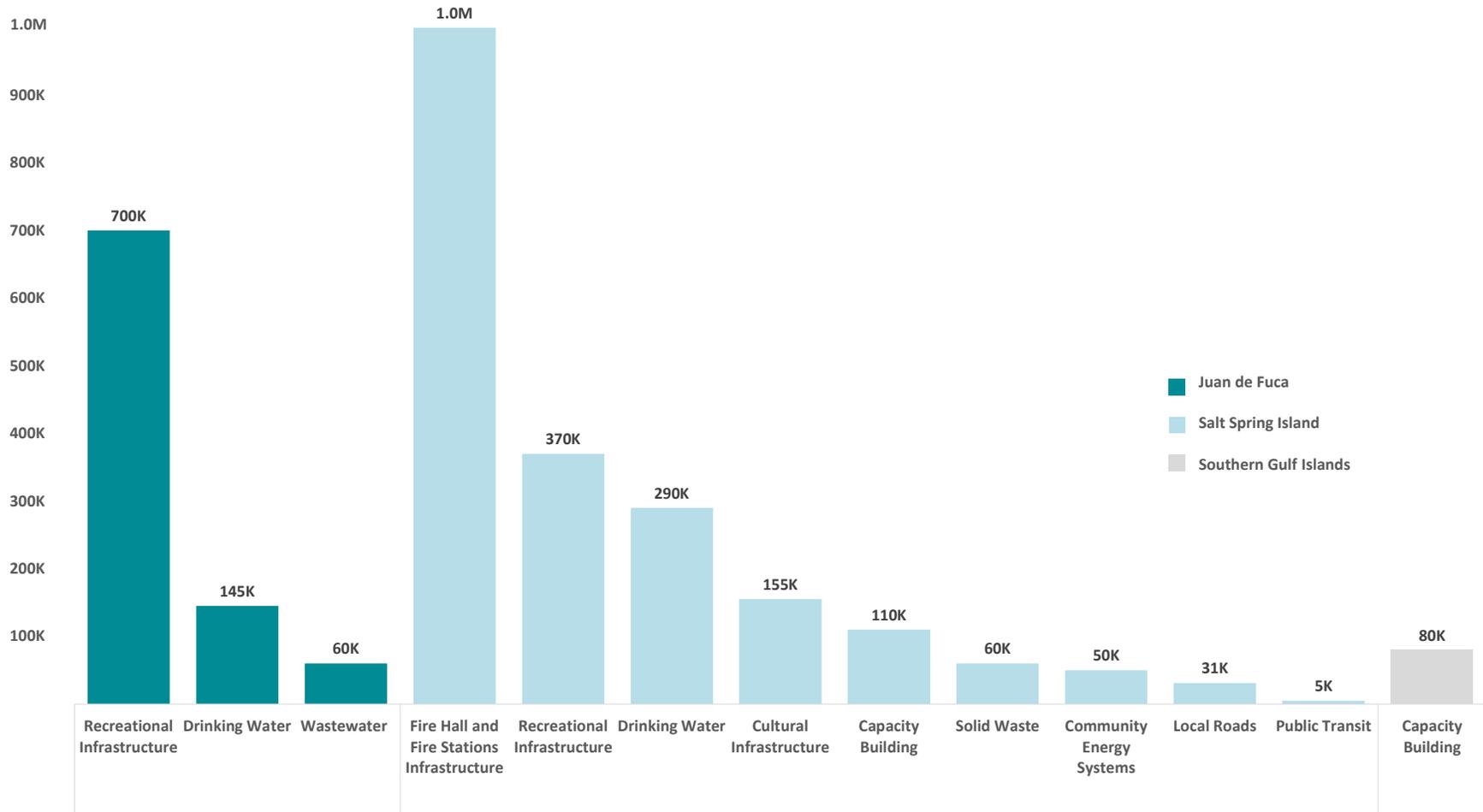
To be eligible under CWF, as per the Agreement, a proposed project must meet the “Ultimate Recipient” and “Infrastructure” definitions, and reflect one of the Eligible Project Categories.

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

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

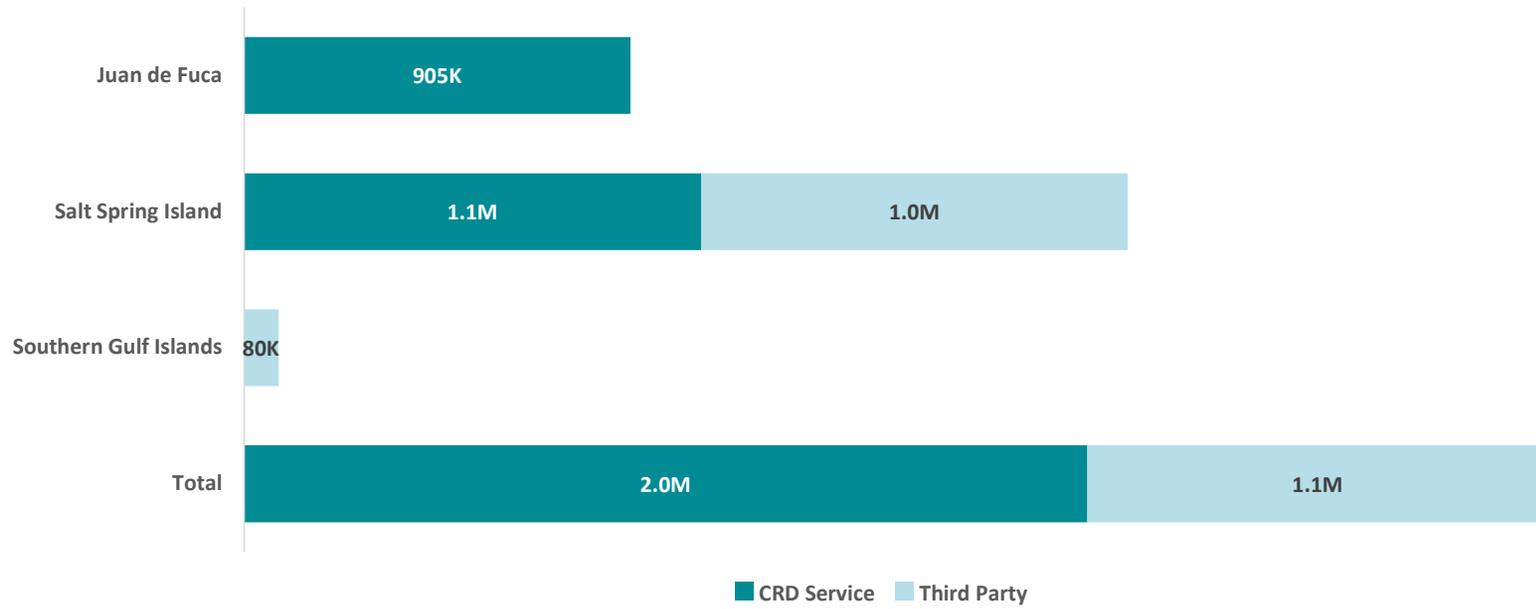


**Each Electoral Area by Project Category**



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

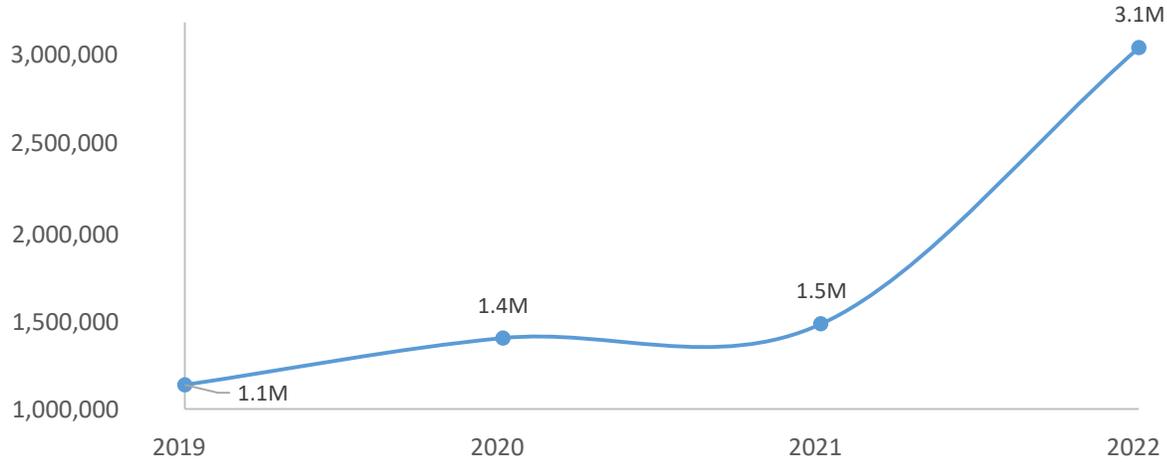
The following graph provides a summary of grants provided to CRD Services and Third Parties in each EA (and collectively) for 2022.



## Appendix D CWF Program Trends: 2019-2022 and 2014-2023

### 2019-2022 CWF Projects Awarded

The graph below highlights the trend in CWF projects awarded, showing an increase from 2019 to 2022.



### Summary of Average Amount Awarded and Remaining CWF Funds 2014-2023

The table below provides an update on total amount awarded under the current agreement, up to 2022, and on average the \$ amount EAs award to projects each year. With \$4.8 million remaining, EAs would have to increase their rate of award by 4x the average to fully allocate the remaining funds.

EA	2014-2022		2022 Year-end Balance and 2023 Future payments	
	Total Amount Awarded (\$M)	Average Awarded / Year (\$M)	Total Remaining to Spend (\$M)	Increased Rate To Fully Allocate Funds
JDF	2.6	0.3	1.2	4
SSI	5.1	0.6	2.8	5
SIG	3.1	0.3	0.8	3
<b>Total</b>	<b>10.8</b>	<b>1.2</b>	<b>4.8</b>	<b>4</b>



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## REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, APRIL 12, 2023

---

**SUBJECT**     2022 Grants-in-Aid Annual Report

### **ISSUE SUMMARY**

This report provides a summary of Electoral Area (EA) Grants-in-Aid (GIA) activity, including COVID-19 Safe Restart Grants, for the period of January 1, 2022 through December 31, 2022.

### **BACKGROUND**

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

Under the existing SLP authority, CRD has been administering a second GIA stream funded by one-time COVID-19 Safe Restart Grants since 2021. Through engagement with staff, EA Directors allocated some Safe Restart grant funding to provide a top-up to the core GIA budget.

For both GIA streams, applications are accepted on a rolling basis and are reviewed throughout the year. EA Directors support projects that are selected based upon demonstrated benefit to the community, and in alignment with GIA guidelines and grant program criteria. In principle, GIA fund special projects and activities beyond the scope of CRD services and are excluded from requisition funding. Appendix A details core GIA projects awarded in 2022. Appendix B details Safe Restart GIA Awarded in 2022.

### **IMPLICATIONS**

#### *Service Delivery Implications*

The one-time funding through GIA provides much needed relief to organizations that provide key services to the community above the scope of CRD services. In 2022, many of these projects included events, capacity building and small capital projects related to health, housing and community safety and engagement.

#### *Financial Implications*

The following two tables provide a summary of 2022 GIA awarded within each EA for both the core GIA and Safe Restart GIA.

**Table 1: Core GIA Awarded for 2022**

	2022			2021		
	Budget (\$)	# of Applications	Amount Awarded (\$)	Budget (\$)	# of Applications	Amount Awarded (\$)
JDF	32,667	-	-	35,375	1	250
SSI	69,127	11	46,039	54,398	8	32,951
SGI	102,514	20	103,351	100,000	25	97,807
<b>Total</b>	<b>204,308</b>	<b>31<sup>1</sup></b>	<b>149,390</b>	<b>189,773</b>	<b>34</b>	<b>131,008</b>

<sup>1</sup>This number does not include the one project that was cancelled, and GIA funds returned.

Out of the 31 GIA projects awarded, one was COVID-19-related as a one-time special project under core GIA. In the reporting period, one application was cancelled, and the funds were returned. Remaining funds at the end of 2022 are carried over to 2023 core GIA budgets for each EA.

**Table 2: Safe Restart GIA Awarded for 2022**

	2022			2021		
	Budget (\$)	# of Applications	Amount Awarded (\$)	Budget (\$)	# of Applications	Amount Awarded (\$)
JDF	18,505	4	18,505	61,078	7	42,573
SSI	35,000	3	25,000	35,000	-	-
SGI	-	-	-	113,000	14	113,000
<b>Total</b>	<b>53,505</b>	<b>7</b>	<b>43,505</b>	<b>209,078</b>	<b>21</b>	<b>155,573</b>

Appendix C provides a summary of balances remaining for Safe Restart funding for GIA at 2022 year-end and highlights the trend in awards over the last four years. Safe Restart GIA funds are carried over until fully spent.

**CONCLUSION**

Core Grants-in Aid and Safe Restart Grants-in-Aid are awarded throughout the year under the authority of Supplementary Letters Patent. Applications with Director support are reviewed on a continuous basis and are assessed against eligibility criteria. Organizations who deliver projects in the EA can access the funding for special projects, including events and small capital requests, and under Safe Restart GIA, COVID-19-related projects. Funds that are not spent are carried over through next year’s GIA budget.

**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:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

Appendix A: 2022 Electoral Areas Grants-in-Aid Awarded

Appendix B: 2022 Electoral Areas Safe Restart Grants-in-Aid Awarded

Appendix C: Safe Restart GIA Summary and 2019-2022 GIA Program Trends

## Appendix A 2022 Electoral Areas Grants-In-Aid Awarded

Total Amount Awarded to Projects: \$149,309

Total Number of Projects: 31

### JUAN DE FUCA (\$-)

Juan de Fuca did not award Grant-in-Aid funds to projects in 2022.

### SALT SPRING ISLAND (\$46,039)

No.	Applicant	Project	Amount Awarded (\$)
1	Copper Kettle Community Partnership	Salt Spring Island Food Security	5,000
2	Transition Salt Spring Society	Climate Action Report Card	5,000
3	Gulf Islands Community Radio Society	Capital Request for Radio Station Set-up for the Gulf Islands	5,000
4	Salt Spring Community Health Society	Expansion of Peer Support and Volunteer Counselling on Salt Spring	5,000
5	Salish Sea Inter Island Transportation Society	Tour de Iles Inter-Island Transportation Weekend Service and Festival (Post-COVID Restart)	5,000
6	Royal Canadian Legion	Purchase of Backup Generator	5,000
7	Beaver Point Hall Community Association	Community Hall Installation of Electrical Heat Pump	5,000
8	Capital Bike	Bike Education on Salt Spring Island	3,539
9	Green Ground Community Design Society	Community Resilience Hub Arts Project	3,000
10	Circle Salt Spring Education Society	Update of Strategic Plan	2,500
11	Salt Spring Island Agriculture Alliance	Agricultural Alliance Website Development and Updates	2,000
<b>Total</b>			<b>46,039</b>

### SOUTHERN GULF ISLANDS (\$103,351)

No.	Applicant	Project	Amount Awarded (\$)
1	Gulf Islands Food Co-op	Gulf Islands Food Growers and Seed Libraries Development	10,000
2	Southern Gulf Islands Neighbourhood House Society	Organization Development Project - Capacity Building	10,000
3	Gulf Islands Food Co-op	Gulf Islands Food Growers and Seed Libraries Development 2023	10,000
4	Southern Gulf Islands Neighbourhood House Society	Develop a Daycare on Pender Island	10,000
5	Pender Island Recreational and Agricultural Hall Association	Community Hall Tech and Lounge Improvements	8,000
6	Pender Island Housing Society	Affordable Housing Expansion – Professional Study for Well Test	7,500
7	Mayne Island Health Centre Association	Electronic Medical Record System Upgrade	7,000
8	The Galiano Club	Galiano Community Hall Storage Shed	6,000
9	Southern Gulf Islands Community Resource Centre	Housing Now Initiative - Populating the Housing Registry	6,000
10	Galiano Activity Society	Enhancement of Programming Equipment	5,000
11	Saturna Community Club	Saturna Community Hall Heating System	5,000
12	Mayne Island Agricultural Society and Fall Fair	Mayne Island Heritage Revitalization Initiative Agricultural Hall - Grounds Update	4,576
13	Gulf Islands Centre for Ecological Learning	Summer Earth Education Day Program Support	2,500
14	Circle Salt Spring Education Society	Update of Strategic Plan	2,500
15	Pender Ocean Defenders	Whale Sighting Equipment	2,500
16	Salish Sea Marine Rescue Society	Radio Communications Improvements	1,900
17	Pender Island Museum Society	Yuletide Memories at the Museum	1,875
18	Southern Gulf Islands Community Resource Centre	2022 CRISP Festival	1,500
19	Saturna Island Tourism Association	Saturna Island Hiking Trails Map	1,000
20	Pender Ocean Defenders	The Salish Sea Event – Presentation and Film	500
<b>Total</b>			<b>103,351</b>

### PROJECTS CANCELLED

No.	Applicant	Project Title	Amount Returned (\$)
1	SGL: Galiano Island Literacy Festival	Island to Island: Panel Discussion	(6,000)
<b>Total</b>			<b>(6,000)</b>

## Appendix B 2022 Electoral Areas Safe Restart Grants-In-Aid Awarded

Total Amount Awarded to Projects: \$43,505

Total Number of Projects: 7

### JUAN DE FUCA (\$18,505)

No.	Applicant	Project	Amount Awarded (\$)
1	Willis Point Community Association	2021 Willis Point Revenue Shortfalls	5,000
2	Sheringham Point Lighthouse Preservation Society	2021 Sheringham Point Lighthouse Preservation Society Revenue Shortfalls	5,000
3	Rotary Club of Sooke	2021 Rotary Club of Sooke Revenue Shortfalls	5,000
4	Sooke Community Association	2021 Sooke Community Association Revenue Shortfalls	3,505
		<b>Total</b>	<b>18,505</b>

### SALT SPRING ISLAND (\$25,000)

No.	Applicant	Project	Amount Awarded (\$)
1	Wagon Wheel Housing Society	Operational Funding / Revenue Shortfalls for COVID-19 Recovery	15,000
2	Copper Kettle Community Partnership	COVID-19 Response - Food Gifts for the Hungry	5,000
3	Salt Spring Historical Society	2022 Operational Support During COVID-19	5,000
		<b>Total</b>	<b>25,000</b>

### SOUTHERN GULF ISLANDS (\$-)

Southern Gulf Islands fully allocated Safe Restart Grants-in-Aid funds to projects in 2021.

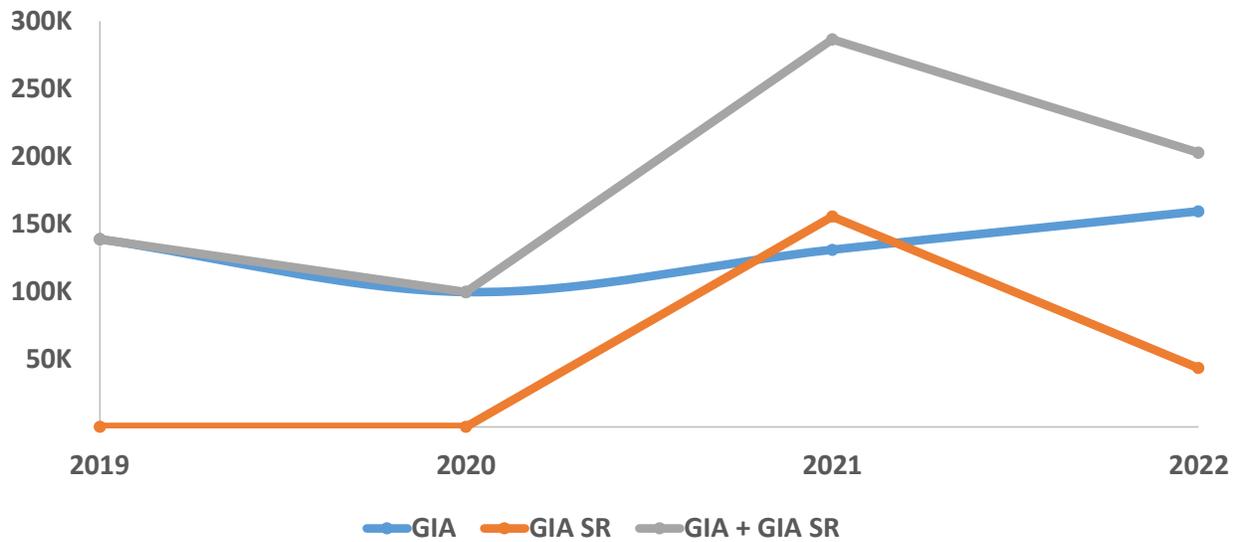
## Appendix C Safe Restart GIA Summary and 2019-2022 GIA Program Trends

Table 1: Supplementary - Safe Restart GIA Total Allocated (2021-2022) and Balance Remaining, as of December 31, 2022

EA	Totals			
	GIA Top-up Safe Restart Budget (\$)	# of Applications	Amount Awarded (\$)	Remaining (\$)
JDF	61,078	11	61,078	-
SSI	35,000	3	25,000	10,000
SGI	113,000	14	113,000	-
<b>Total</b>	<b>209,078</b>	<b>28</b>	<b>199,078</b>	<b>10,000</b>

### Amount Awarded 2019-2022

The graph below highlights GIA, Safe Restart GIA, and GIA and Safe Restart combined, to highlight the grant trends over the last four years with the impact of COVID-19.





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## REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, APRIL 12, 2023

---

**SUBJECT**     **Basis of Apportionment of Non-Application Based Grants and Services**

### **ISSUE SUMMARY**

The Electoral Areas Committee (EAC) requested information associated with regional and sub-regional cost apportionment of services in addition to the benefit apportionment of external grants.

### **BACKGROUND**

At the March 8, 2023 meeting of the EAC, the following motion was passed:

*That staff prepare a report as to the formulas and principles used in apportioning regional and sub-regional costs and service benefits and for apportioning benefits and external grants (e.g., Community Works Fund, COVID recovery, etc.)*

The report is structured into two parts:

1. Detailing non-application based external grants, including funds received, program allocation methodology and the distribution of grants at the Capital Regional District (CRD). The analysis excludes housing and application-based grants, as these are restricted funds, and outside the intended motion approved by committee. The following grants are summarized:
  - Regional District Grant
  - Community Works Fund – Canada Community-Building Fund (CWF)
  - COVID-19 Safe Restart Grant for Local Governments (Safe Restart)
  - Local Government Climate Action Program Grant (LGCAP)
  - Growing Communities Fund (GCF)
2. Environmental scan detailing apportioning service costs as defined in Establishment Bylaws, Letters Patent and Supplementary Letters Patent. The CRD services that are subject to cost apportionment include regional, sub-regional, and joint Electoral Areas (EA) services.

### **IMPLICATIONS**

#### *Financial Implications*

#### **Non-Application Based Grant Programs**

The CRD receives provincial and federal funding through non-application based grants. This section provides an overview of each of the following grants: Regional District Grant, CWF, Safe Restart, LGCAP and GCF.

- Regional District Grant: An annual unconditional grant from the province to assist local governments with administrative costs.
- CWF: One of three program streams under Canada Community-Building Fund (CCBF). Funding is from the federal government where Union of British Columbia Municipalities (UBCM) administers the program on behalf of the province through a trilateral 10-year (2014-2024) agreement. CWF provides direct funding to local governments to assist with infrastructure and capacity-building projects.
- Safe Restart: A liquidity injection to local governments to assist with response and recovery costs of service delivery through the COVID-19 pandemic.
- LGCAP: A three-year (2022-2025) provincial program announced in 2022 to replace the Climate Action Revenue Incentive Program (CARIP) which ended in 2021. Funding will help local governments achieve their goals that align with the CleanBC Roadmap, the BC Climate Preparedness and Adaptation Strategy and local climate action priorities.
- Growing Communities Fund: One-time funding to local governments to address infrastructure projects and amenity demands related to community growth.

**Funding**

Table 1 outlines funding received for non-application grant programs between 2020 through 2023. Appendix A further details the programs, funding and reporting.

**Table 1: Amount of Funding Received**

Program	Amount Received (\$)	Program Year
Regional District Grant <sup>1</sup>	76,000	2022
CWF	1,175,476	2022
Safe Restart	1,996,000	2020-2021
LGCAP	126,082	2022
Growing Communities Fund	11,559,000	2023

<sup>1</sup>In 2022, the CRD received a one-time higher payment amount. The historic grant value has consistently been \$60,000.

**Program Allocation Methodology**

Program funders do not use a consistent formulae or variables to determine allocation; varying from population/per capita, lump sum base amounts, sliding scale multipliers, etc.

For the five non-application-based grants reviewed:

- Regional District Grant: Based on regional and rural populations.
- CWF: Funding is received first by UBCM as the program administrator and is then distributed to local governments on a per capita basis using unincorporated populations and an indexed base funding amount. Refer to Appendix B for CRD-UBCM 2014-2024 Agreement.
- Safe Restart: There were two payments made to regional districts. The first disbursement used a flat rate and two per capita formulas, one for the Regional Districts (with a funding ceiling), and one for rural (unincorporated) areas. The second grant allocation followed a prorata calculation with a larger percentage for rural population. Appendix C details the two allocations of Safe Restart Funding.
- LGCAP: Previous CARIP disbursements, base funding amounts, and per capita allocations. Appendix D details the funding program announcement for LGCAP.

- Growing Communities Fund: Flat rate, two per capita rates for regional and rural populations and a funding amount based on growth from 2016-2021 for the rural population. Appendix E provides details the province's announcement and allocation for the CRD.

### ***CRD Distribution of Funding***

In principle, the CRD aims to follow the principles and distribution model the program funder provides to determine allocation.

- Regional District Grant: As the purpose of this grant is to assist local governments with administrative costs, this fund is allocated to the legislative and general government service of the CRD and used to offset staffing the grant coordinator position.
- CWF: The CRD Board resolved (August 2014) to reallocate CWF funds to the three EAs on a per capita basis. Staff manage CWF through an ongoing application process.
- Safe Restart: The CRD Board resolved (at the December 2020 and April 2021 meetings) to follow the funding program's methodology to allocate each disbursement. A portion was allocated to the Regional Corporate Emergency Management Service with the balance being allocated to Local Area Services within each EA including grants-in-aid.
- LGCAP: The CRD Board resolved (October 2022) to allocate a portion of the funding to Climate Action Program Service (approximately equal to past CARIP funding amounts), and the remaining on a per capita basis to EAs.
- Growing Communities Fund: Distribution method to be determined. Funds must be allocated to specific services to fund eligible projects by December 31, 2023.

### **Cost Apportionment for CRD Services**

All costs incurred by a Regional District in relation to a service, including costs of administration attributable to the service, are part of the costs of that service. A Regional District may recover the service costs by taxation, fees and charges, other revenues raised and received by way of agreement, donations and grants etc. The method for apportioning service costs among the participants are defined in Service Establishment Bylaws (SEB), Letters Patent (LP) and Supplementary Letters Patent (SLP). If the method of apportionment is not set by SEB, LP, and SLP, the service costs must be apportioned on the basis of the converted assessment as default per *Local Government Act* Section 380 (2). The principle of apportionment methodology is such that the basis can be determined and sufficiently certain from year to year. As such, nearly 80% of all services are apportioned on the basis of assessments, population, or a combination of both. The remaining 20% are apportioned through various methods including call volume, discharge volume, etc.

### **CONCLUSION**

The CRD receives funding through application and non-application based grants. This report detailed non-application based grants and cost apportionment for CRD Services. In principle, the CRD follows the program funder's methodology for allocating funds in alignment with eligible grant program criteria. The methodology for cost-apportionment for CRD services is defined by one of the following: Service Establishment Bylaw, Letters Patent and Supplementary Letters Patent. CRD services subject to cost apportionment include regional services, sub-regional services and joint EA services.

**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:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Detailed Summary of Grant Programs
- Appendix B: Community Works Fund Agreement 2014-2024
- Appendix C: Ministry of Municipal Affairs and Housing – Safe Restart 2021 and 2020 Letters
- Appendix D: Ministry of Environment and Climate Change – Capital Regional District: Local Government Climate Action Program Funding Announcement
- Appendix E: Ministry of Municipal Affairs – Growing Communities Fund 2023 Letters

## Appendix A Detailed Summary of Grant Programs

Non-application Based Grants	Grant \$	Program Year	Duration of Program	Allocation Deadline	Expenditure Deadline	Distributed at the CRD	Reporting
Regional District Grant	\$76,000	2022	Annual/ongoing	31-Dec-22	N/a	Distributed to Finance.	N/a
Community Works Fund – Canada Community-Building Fund	\$1,175,476	2022	2014-2024	(Expected) 31-Mar-24	N/a	Per capita allocation to EAs.	Annual Expenditures Report.
COVID-19 Safe Restart Grant for Local Governments <sup>1</sup>	\$1,996,000	2020-2021	Temporary two-year program	31-Dec-21	N/a	Two allocations: 1) Regional (Emergency Operations Centre and various COVID-19 projects); 2) Per capita allocation to EAs.	Reporting is required until funds are spent.
Local Government Climate Action Program Grant <sup>2</sup>	\$126,082	2022	2022-2025	N/a	31-Mar-25	By previous Climate Action Revenue Incentive Program amounts to Climate Action Program Service, and per capita allocation to EAs.	Reporting and matching funding requirement.
Growing Communities Fund *NEW <sup>3</sup>	\$11,559,000	2023	2023-2028	31-Dec-23	31-Mar-28 (TBC)	To be determined	Reporting and communication announcements, and signage for projects.

<sup>1</sup> [Frequently Asked Questions: COVID-19 Safe Restart Grant for Local Governments](#)

<sup>2</sup> [Frequently Asked Questions: Local Government Climate Action Program](#)

<sup>3</sup> [Frequently Asked Questions: Growing Communities Fund](#)

# Gas Tax Program Services

...delivering the federal gas tax agreement funding in British Columbia



Administration provided  
By UBCM

Funding provided by:  
Government of Canada



In partnership with:  
The Province of BC



Gas Tax Program  
Services

Local Government House  
525 Government St  
Victoria BC V8V 0A8

Phone: 250-356-5134  
Fax: 250-356-5119

Website:

www.ubcm.ca  
under  
Funding Programs

Renewed Gas Tax  
Agreement

September 17, 2014

Bob Lapham  
Chief Administrative Officer  
Capital Regional District  
PO BOX 1000  
Victoria, BC V8W 2S6

- Chair
- CAO *ll*
- GM *FT*
- For action / resp. by \_\_\_\_\_
- Corresp. for Board / Committee meeting
- For Information Only
- Copies to *R. Felker*
- original agr. to Finance for vault*
- File: 2320-20 (agreements)*

- Board
- Communications

Dear Bob Lapham:

**RE: COMMUNITY WORKS FUND AGREEMENT**

Thank you for managing the approval of the Community Work Fund (CWF) Agreement with UBCM. Our review of your materials is now complete and we have enclosed one fully executed copy of your CWF Agreement for your records.

Provided UBCM has received your 2013 Gas Tax annual expenditure report, UBCM will release your first of two Community Works Fund payments for 2014 shortly, and you will be notified via mail of the Electronic Fund Transfer date.

Please feel free to contact me if you have any questions about the CWF Agreement or other aspects of the Gas Tax Agreement. I can be reached by phone at 250-356-0893 or by e-mail at [bfelker@ubcm.ca](mailto:bfelker@ubcm.ca).

Thank you for your participation in this program.

Yours truly,

Brant Felker  
Gas Tax Policy & Program Manager

**CRD EXECUTIVE OFFICE**

*Received*

SEP 22 2014

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**2014-2024 COMMUNITY WORKS FUND AGREEMENT**  
**under the**  
**ADMINISTRATIVE AGREEMENT**  
**ON THE FEDERAL GAS TAX FUND IN BRITISH COLUMBIA**

This Agreement made as of September 16, 2014

**BETWEEN:**

Capital Regional District (the Local Government)

**AND**

The **UNION OF BRITISH COLUMBIA MUNICIPALITIES (UBCM)** as continued by section 2 of the *Union of British Columbia Municipalities Act RSBC 2006, c.1*, as represented by the President

**WHEREAS:**

- A. Canada, British Columbia and UBCM wish to help communities build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities;
- B. Canada, British Columbia and UBCM have entered into the Agreement setting out the roles and responsibilities of the Parties for the administration of the Federal Gas Tax Fund (GTF) in British Columbia;
- C. The Agreement provides for delivery of funding that may be received by UBCM from Canada, including interest thereon, through three programs, one of which is Community Works Fund;
- D. The Agreement sets out the purpose, terms and conditions of the Community Works Fund, and requires that in order to receive Community Works Fund funding, a Local Government must sign a Funding Agreement with UBCM;

**NOW THEREFORE**, in consideration of the mutual promises herein, UBCM and the Local Government agree as follows:

**1. PURPOSE**

The purpose of this Community Works Fund Agreement is to set out the roles and responsibilities of the Local Government and UBCM related to any Community Works Fund funds that may be delivered to the Local Government by UBCM:

**2. SCHEDULES**

The following Schedules, originating in whole or part from the Agreement, are attached to and form part of this Community Works Fund Agreement:

- Schedule A - Definitions
- Schedule B - Eligible Project Categories
- Schedule C - Eligible and Ineligible Expenditures

Schedule D - Reporting and Audits  
Schedule E - Communications Protocol

### **3. ROLE OF UBCM**

3.1 UBCM has, pursuant to the Agreement, agreed with Canada and British Columbia to:

A. receive GTF funding from Canada and allocate funds so received from Canada pursuant to the Agreement, including allocating Community Works Funds to the Local Government to be spent on Eligible Projects and Eligible Expenditures in accordance with the terms and conditions of this Community Works Fund Agreement;

B. report to Canada and British Columbia, including Annual Reports and Outcome Reports, as required by the Agreement; and

C. fulfill other roles and responsibilities as set out in the Agreement.

### **4. CONTRIBUTION PROVISIONS**

4.1 Over the term of this Community Works Fund Agreement, UBCM will pay the Local Government its annual allocation within 30 days of receipt of such funds from Canada.

4.2 Payments under section 4.1 are subject to UBCM receiving sufficient GTF funds from Canada, and Local Government compliance with this Community Works Fund Agreement and any other Funding Agreement under the First Agreement.

4.3 Annual allocation is based on a formula set out in section 3.4 of Annex B of the Agreement. In the first year of this Community Works Fund Agreement, the Local Government will receive \$1,043,748.80, in two equal instalments which, subject to section 4.2, are expected to be delivered in the month following July 15 and November 15, 2014.

4.4 Annual allocation to the Local Government for all subsequent years under this Community Works Fund Agreement continue to be based on the funding formula set out in the Agreement, but are subject to change by UBCM from the amount set out in section 4.3 due to such circumstances as local government boundary changes and new Local Government incorporations, changes in Census populations and changes in amounts that may be received by UBCM from Canada.

4.5 Timing of payments in subsequent years under this Community Works Fund Agreement to the Local Government by UBCM are subject to change due to any changes in timing of payments to UBCM by Canada.

## **5. USE OF FUNDS BY LOCAL GOVERNMENT**

- 5.1 Any GTF funding that may be received by the Local Government and any Unspent Funds, and any interest earned thereon held by the Local Government must be used by the Local Government in accordance with this Community Works Fund Agreement, including specifically Section 6. (Commitments of the Local Government).
- 5.2 Any GTF funding that may be received by the Local Government and any Unspent Funds, and any interest earned thereon held by the Local Government will be treated as federal funds with respect to other federal infrastructure programs.

## **6. COMMITMENTS OF THE LOCAL GOVERNMENT**

6.1 The Local Government shall:

A. Ensure that any Unspent Funds and any GTF funding received from UBCM, as well as any interest earned thereon are expended and used in accordance with Schedule B (Eligible Project Categories) and Schedule C (Eligible and Ineligible Expenditures).

B. Treat any Unspent Funds and any GTF funding received from UBCM, as well as any interest earned thereon as federal funds with respect to other federal infrastructure programs.

C. Over the term of this Community Works Fund Agreement, ensure that any Unspent Funds and any GTF funding received from UBCM, as well as any interest earned thereon result in incremental spending as measured by the methodology, which will include a Base Amount, approved by the Partnership Committee.

D. Comply with all Ultimate Recipient requirements outlined in Schedule E (Communications Protocol).

E. During the term of this Community Works Fund Agreement work to strengthen Asset Management, in accordance with the Asset Management framework developed by the Partnership Committee.

F. Invest, in a distinct account, GTF funding received from UBCM in advance of paying Eligible Expenditures.

G. With respect to Contracts, award and manage all Contracts in accordance with the Local Government's relevant policies and procedures and, if applicable, in accordance with the Agreement on Internal Trade and applicable international trade agreements, and all other applicable laws.

H. Invest into Eligible Projects, any revenue that is generated from the sale, lease, encumbrance or other disposal of an asset resulting from an Eligible Project where such disposal takes place within five (5) years of the date of completion of the Eligible Project.

I. Submit a report to UBCM, in a format acceptable to UBCM, by June 1 in each year, which includes:

- GTF transactions of the Local Government for the previous calendar year, in sufficient detail to allow UBCM to produce the Annual Report required by Schedule D (Reporting and Audits);
- a declaration from the Chief Financial Officer that the Local Government has complied with all Funding Agreements between it and UBCM; and

- any other information required by UBCM to fulfill its responsibilities under the Agreement, including, but not limited to project outcomes in relation to anticipated program benefits, expenditures made for tangible capital assets, and progress made towards Asset Management improvements.

J. Allow Canada and UBCM reasonable and timely access to all of its documentation, records and accounts and those of their respective agents or Third Parties related to the use of any Unspent Funds and any GTF funding, as well as any interest earned thereon, and all other relevant information and documentation requested by Canada or UBCM or its designated representatives for the purposes of audit, evaluation, and ensuring compliance with this Community Works Fund Agreement.

K. Ensure that no current or former public servant or public office holder to whom any post-employment, ethics and conflict of interest legislation, guidelines, codes or policies of Canada applies will derive direct benefit from GTF funding, Unspent Funds and interest earned thereon, unless the provision or receipt of such benefits is in compliance with such legislation, guidelines, policies or codes.

L. Keep proper and accurate accounts and records in respect of all Eligible Projects for at least six (6) years after completion of the Eligible Project and, upon reasonable notice, make them available to Canada or UBCM.

M. Ensure actions do not establish or be deemed to establish a partnership, joint venture, principal-agent relationship or employer-employee relationship in any way or for any purpose whatsoever between Canada, British Columbia, or UBCM and the Local Government, or between Canada, British Columbia, or UBCM and a Third Party.

N. Ensure the Local Government does not represent themselves, including in any agreement with a Third Party, as a partner, employee or agent of Canada, British Columbia or UBCM.

O. Ensure that the Local Government will not, at any time, hold the Government of Canada or British Columbia or any of their respective officers, servants, employees or agents responsible for any claims or losses of any kind that they, Third Parties or any other person or entity may suffer in relation to any matter related to GTF funding or an Eligible Project and that they will, at all times, compensate the Government of Canada or British Columbia and their respective officers, servants, employees and agents for any claims or losses of any kind that any of them may suffer in relation to any matter related to GTF funding or an Eligible Project, except to the extent to which such claims or losses relate to the negligence of an officer, employee, or agent of Canada in the performance of his or her duties.

P. Ensure that the Local Government will not, at any time, hold UBCM or any of its officers, servants, employees or agents responsible for any claims or losses of any kind that they, Third Parties or any other person or entity may suffer in relation to any matter related to GTF funding or an Eligible Project and that they will, at all times, compensate UBCM and its officers, servants, employees and agents for any claims or losses of any kind that any of them may suffer in relation to any matter related to GTF funding or an Eligible Project, except to the extent to which such claims or losses relate to the act of negligence of an officer, employee, or agent of UBCM in the performance of his or her duties.

Q. Agree that the above requirements which, by their nature, should extend beyond the expiration or termination of this Agreement will extend beyond such expiration or termination.

## 7. TRANSITION

- 7.1 As of the effective date of this Community Works Fund Agreement, the First Community Works Fund Agreement is terminated.
- 7.2 Notwithstanding section 7.1, the Parties agree that prior to its termination, the First Community Works Fund Agreement is amended to add to section 6.2 of that agreement: Schedule A (Eligible Project Categories and Project Examples); Schedule B (Eligible Costs for Eligible Recipients) and Schedule E (Reporting and Audit).
- 7.3 Notwithstanding section 7.1, the Parties agree that the survival rights and obligations in Section 6.2 of the First Community Works Fund Agreement (including those added to that section by virtue of Section 7.2), and any other section of the First Community Works Fund Agreement that is required to give effect to that survival section, will continue to apply beyond the termination of the First Community Works Fund Agreement subject to the following:
- A. Regardless of any wording in the First Community Works Fund Agreement with another effect, Unspent Funds, including interest earned thereon, will, as of the effective date of this Community Works Fund Agreement, be subject to this Community Works Fund Agreement;
  - B. Unspent Funds that fall within the reporting period of the 2013 Annual Expenditure Report (as defined in the First Community Works Fund Agreement) will be reported by the Local Government to UBCM in accordance with the First Community Works Fund Agreement;
  - C. Unspent Funds that fall within the reporting period that includes January 1, 2014 to the effective date of this Community Works Fund Agreement will be reported by the Local Government to UBCM in accordance with this Community Works Fund Agreement;
  - D. The survival of the reporting obligations under Section 3.2 and section 1.1 of Schedule E (Reporting and Audits) of the First Community Works Fund Agreement extends only until these obligations are fulfilled by the Local Government for the 2013 reporting year, after which, the reporting obligations under Section 6.1(i) and Schedule D of this Community Works Fund Agreement will apply; and
  - E. Any matters that Section 3.1 (iv) and Schedule G of the First Community Works Fund Agreement would have applied to will be dealt with under Section 6.1(d) and Schedule E (Communications Protocol) of this Community Works Fund Agreement.

## 8. TERM

This Community Works Fund Agreement will be effective as of April 1, 2014 and will be in effect until March 31, 2024 unless the Parties agree to renew it. In the event where this Community Works Fund Agreement is not renewed, any GTF funding and Unspent Funds, and any interest earned thereon held by the Local Government, that have not been expended on Eligible Projects or other expenditures authorized by this Community Works Fund Agreement as of March 31, 2024 will nevertheless continue to be subject to this Community Works Fund Agreement until such time as may be determined by the Parties.

**9. SURVIVAL**

The rights and obligations, set out in Sections 5.1, 5.2 and 6.1 will survive the expiry or early termination of this Community Works Fund Agreement and any other section which is required to give effect to the termination or to its consequences shall survive the termination or early termination of this Community Works Fund Agreement.

**10. AMENDMENT**

The Local Government acknowledges that the Agreement may from time to time be amended by agreement of Canada, British Columbia and UBCM and if and whenever such amendments to the Agreement are made, the Local Government agrees that UBCM may require this Community Works Fund Agreement to be amended to reflect, at the sole discretion of UBCM, the amendments made to the Agreement. Where UBCM requires this Community Works Fund Agreement to be so amended, it will provide to the Local Government notice in writing of the amendments it requires. Such amendments shall form part of this Community Works Fund Agreement and be binding on the Local Government and UBCM thirty (30) days after such notice, unless before then the Local Government elects in writing to give written notice of termination of this Community Works Fund Agreement to UBCM.

**11. WAIVER**

No provision of this Community Works Fund Agreement shall be deemed to be waived by UBCM, unless waived in writing with express reference to the waived provisions and no excusing, condoning or earlier waiver of any default by the Local Government shall be operative as a waiver, or in any way limit the rights and remedies of UBCM or Canada.

**12. NO ASSIGNMENT**

This Community Works Fund Agreement is not assignable by the Local Government and the Local Government shall not assign, pledge, or otherwise transfer any entitlement to allocation of funds under this Community Works Fund Agreement to any person and shall upon receipt of any allocation of funds hereunder pay and expend such funds thereafter only in accordance with the terms of this Community Works Fund Agreement.

**13. NOTICE**

Any notice, information or document provided for under this Community Works Fund Agreement must be in writing and will be effectively given if delivered or sent by mail, postage or other charges prepaid, or by facsimile or email. Any notice that is delivered will have been received on delivery; and any notice mailed will be deemed to have been received eight (8) calendar days after being mailed.

**Any notice to UBCM will be addressed to:**

Executive Director  
525 Government Street  
Victoria, British Columbia  
V8V 0A8  
Facsimile: 250 356-5119  
Email: [ubcm@ubcm.ca](mailto:ubcm@ubcm.ca)

**Any notice to the Local Government will be addressed to:**

The Corporate Officer at the place designated as the Local Government office.

**SIGNATURES**

This Community Works Fund Agreement has been executed on behalf of the Local Government by those officers indicated below and each person signing the agreement represents and warrants that they are duly authorized and have the legal capacity to execute the agreement.

Capital Regional District

Original signed by:

Alastair Bryson  
Chair Alastair Bryson

Deputy S. M. Norton  
Corporate Officer

Signed by Capital Regional District on the 15<sup>th</sup> day of August, 2014

UNION OF BC MUNICIPALITIES

Original signed by:

Gary Morrison  
Corporate Officer

JFB  
General Manager, Victoria Operations

The Community Works Fund Agreement have been executed by UBCM on the 15 day of SEPTEMBER, 2014.

### Schedule A – Definitions

**“Agreement”** means the Administrative Agreement on the Federal Gas Tax Fund in British Columbia.

**“Annual Report”** means the duly completed annual report to be prepared and delivered by UBCM to Canada and British Columbia, as described in Schedule D (Reporting and Audits).

**“Asset Management” (AM)** includes planning processes, approaches or plans that support integrated, lifecycle approaches to effective stewardship of infrastructure assets in order to maximize benefits and manage risk. AM is further described in Schedule F (Asset Management) of the Agreement, and can include:

- an inventory of assets;
- the condition of assets;
- level of service;
- risk assessment;
- a cost analysis;
- community priority setting;
- long-term financial planning.

**“Base Amount”** means an amount established over a time-period, reflecting non-federal investments in Infrastructure and against which GTF investments will be measured to ensure that GTF investments are incremental.

**“Chief Financial Officer”** means in the case of a municipality, the officer assigned financial administration responsibility under S. 149 of the *Community Charter*, and in the case of a Regional District, the officer assigned financial administration responsibility under S. 199 of the *Local Government Act*, R.S.B.C. 1996, c.323.

**“Communications Protocol”** means the protocol by which all communications activities related to GTF funding will be delivered as described in Schedule E (Communications Protocol).

**“Community Works Fund”** means the fund provided from the Federal gas tax revenues to be dispersed to local governments based on a percentage of the per capita allocation for local spending priorities in accordance with the terms and conditions set out in the Agreement.

**“Community Works Fund Agreement”** means this Agreement made between UBCM and Local Government.

**“Contract”** means an agreement between an Ultimate Recipient and a Third Party whereby the latter agrees to supply a product or service to an Eligible Project in return for financial consideration.

**“Eligible Expenditures”** means those expenditures described as eligible in Schedule C (Eligible and Ineligible Expenditures).

**“Eligible Projects”** means projects as described in Schedule B (Eligible Project Categories).

**“First Agreement”** means the agreement for the transfer of federal gas tax revenues entered into on September 19, 2005 by the Government of Canada, British Columbia and UBCM, with an expiry date of March 31, 2019, as amended.

**“First Community Works Fund Agreement”** means the agreement entered between UBCM and Local Government in order to administer the Community Works Fund under the First Agreement.

**“Funding Agreement”** means an agreement between UBCM and an Ultimate Recipient setting out the terms and conditions of the GTF funding to be provided to the Ultimate Recipient as entered under the First Agreement or the Agreement.

**“GTF”** means the Gas Tax Fund, a program established by the Government of Canada setting out the terms and conditions for the administration of funding that may be provided by Canada to recipients under section 161 of the *Keeping Canada's Economy and Jobs Growing Act*, S.C. 2011, c. 24 as amended by section 233 of the *Economic Action Plan 2013 Act, No. 1*, S.C. 2013, c. 33, or any other source of funding as determined by Canada.

**“Ineligible Expenditures”** means those expenditures described as ineligible in Schedule C (Eligible and Ineligible Expenditures).

**“Infrastructure”** means municipal or regional, publicly or privately owned tangible capital assets in British Columbia primarily for public use or benefit.

**“Local Government”** means a municipality as defined in the *Community Charter* [SBC 2003] Chapter 26, a regional district as defined in the *Local Government Act* [RSBC 1996] Chapter 323, and the City of Vancouver as continued under the *Vancouver Charter* [SBC 1953] Chapter 55.

**“Outcomes Report”** means the report to be delivered by March 31, 2018 and again by March 31, 2023 by UBCM to Canada and British Columbia which reports on how GTF investments are supporting progress towards achieving the program benefits, more specifically described in Schedule D (Reporting and Audits).

**“Partnership Committee”** means the Committee required to be established by the Agreement to govern the implementation of the Agreement and further described in Annex C of the Agreement.

**“Party”** means Canada, British Columbia or UBCM when referred to individually and collectively referred to as “Parties”.

**“Third Party”** means any person or legal entity, other than Canada, British Columbia, UBCM or an Ultimate Recipient, who participates in the implementation of an Eligible Project by means of a Contract.

**“Ultimate Recipient”** means a Local Government.

**“Unspent Funds”** means Funds (as defined by the First Agreement) that have not been spent towards an Eligible Project (as defined under the First Agreement) prior to the effective date of the Agreement.

### Schedule B – Eligible Project Categories

Eligible Projects include investments in Infrastructure for its construction, renewal or material enhancement in each of the following categories:

A. Local roads, bridges – roads, bridges and active transportation infrastructure (active transportation refers to investments that support active methods of travel. This can include: cycling lanes and paths, sidewalks, hiking and walking trails).

B. Highways – highway infrastructure.

C. Short-sea shipping – infrastructure related to the movement of cargo and passengers around the coast and on inland waterways, without directly crossing an ocean.

D. Short-line rail – railway related infrastructure for carriage of passengers or freight.

E. Regional and local airports – airport-related infrastructure (excludes the National Airport System).

F. Broadband connectivity – infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities.

G. Public transit – infrastructure that supports a shared passenger transport system which is available for public use.

H. Drinking water – infrastructure that supports drinking water conservation, collection, treatment and distribution systems.

I. Wastewater – infrastructure that supports wastewater and storm water collection, treatment and management systems.

J. Solid waste – infrastructure that supports solid waste management systems including the collection, diversion and disposal of recyclables, compostable materials and garbage.

K. Community energy systems – infrastructure that generates or increases the efficient usage of energy.

L. Brownfield Redevelopment – remediation or decontamination and redevelopment of a brownfield site within Local Governments boundaries, where the redevelopment includes:

- the construction of public infrastructure as identified in the context of any other eligible project category under the GTF, and/or;
- the construction of Local Government public parks and publicly-owned social housing.

M. Sport Infrastructure – amateur sport infrastructure (excludes facilities, including arenas, which would be used as the home of professional sports teams or major junior hockey teams (e.g. Western Hockey League)).

N. Recreational infrastructure – recreational facilities or networks.

O. Cultural infrastructure – infrastructure that supports arts, humanities, and heritage.

P. Tourism infrastructure – infrastructure that attract travelers for recreation, leisure, business or other purposes.

Q. Disaster mitigation – infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters.

Eligible Projects also include:

R. Capacity building – includes investments related to strengthening the ability of Local Governments to develop long-term planning practices.

Note: Investments in health infrastructure (hospitals, convalescent and senior centres) are not eligible.

## Schedule C – Eligible and Ineligible Expenditures

### 1. ELIGIBLE EXPENDITURES

1.1 Eligible Expenditures of Ultimate Recipients will be limited to the following:

A. the expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset, as defined by Generally Accepted Accounting Principles (GAAP), and any related debt financing charges specifically identified with that asset;

B. for capacity building category only, the expenditures related to strengthening the ability of Local Governments to improve local and regional planning including capital investment plans, integrated community sustainability plans, life-cycle cost assessments, and Asset Management Plans. The expenditures could include developing and implementing:

- studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- training directly related to asset management planning; and,
- long-term infrastructure plans.

C. the expenditures directly associated with joint communication activities and with federal project signage for GTF-funded projects.

1.2 Employee and Equipment Costs: The incremental costs of the Ultimate Recipient's employees or leasing of equipment may be included as Eligible Expenditures under the following conditions:

- the Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a contract;
- the employee or equipment is engaged directly in respect of the work that would have been the subject of the contract; and
- the arrangement is approved in advance and in writing by UBCM.

1.3 Administration expenses of UBCM related to program delivery and implementation of this Agreement, in accordance with Section 9 (Use and Recording of Funds by UBCM) of Annex B (Terms and Conditions).

## 2. INELIGIBLE EXPENDITURES

The following are deemed Ineligible Expenditures:

- A. project expenditures incurred before April 1, 2005;
- B. project expenditures incurred before April 1, 2014 for the following investment categories:
  - highways;
  - regional and local airports;
  - short-line rail;
  - short-sea shipping;
  - disaster mitigation;
  - broadband connectivity;
  - brownfield redevelopment;
  - cultural infrastructure;
  - tourism infrastructure;
  - sport infrastructure; and
  - recreational infrastructure.
- C. the cost of leasing of equipment by the Ultimate Recipient, any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, its direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically its costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by its staff, except in accordance with Eligible Expenditures above;
- D. taxes for which the Ultimate Recipient is eligible for a tax rebate and all other costs eligible for rebates;
- E. purchase of land or any interest therein, and related costs;
- F. legal fees; and
- G. routine repair and maintenance costs.

### Schedule D –Reporting and Audits

#### 1. REPORTING

Reporting requirements under the GTF will consist of an Annual Report and an Outcomes Report that will be submitted to Canada and British Columbia for review and acceptance. The reporting year is January 1<sup>st</sup> to December 31<sup>st</sup>.

#### 1.1 ANNUAL REPORT

By September 30th of each year, UBCM will provide to Canada and British Columbia an Annual Report in an electronic format deemed acceptable by Canada consisting of the following in relation to the previous reporting year:

Financial Report Table: The financial report table will be submitted in accordance with the following template.

Annual Report Financial Table	Annual	Cumulative
	20xx - 20xx	2014 - 20xx
<b>UBCM</b>		
Opening Balance <sup>33</sup>	\$xxx	
Received from Canada	\$xxx	\$xxx
Interest Earned	\$xxx	\$xxx
Administrative Cost	(\$xxx)	(\$xxx)
Transferred to Ultimate Recipients	(\$xxx)	(\$xxx)
Closing Balance of unspent funds	\$xxx	
<b>Ultimate Recipients in aggregate</b>		
Opening Balance <sup>34</sup>	\$xxx	
Received from UBCM	\$xxx	\$xxx
Interest Earned	\$xxx	\$xxx
Spent on Eligible Expenditures	(\$xxx)	(\$xxx)
Closing Balance of unspent funds	\$xxx	

<sup>33</sup> For the 2014 Annual Report this means the amount reported as unspent by UBCM the 2013 Annual Expenditure Report (as defined under the First Agreement).

<sup>34</sup> For the 2014 Annual Report this means the amount reported as unspent by Eligible Recipients (as defined under the First Agreement) in the 2013 Annual Expenditure Report (as defined under the First Agreement).

Independent Audit or Audit Based Attestation:

UBCM will provide an independent audit opinion, or an attestation based on an independent audit and signed by a senior official designated in writing by British Columbia and UBCM, as to:

- A. the accuracy of the information submitted in the Financial Report Table; and
- B. that Funds were expended for the purposes intended.

Project List

UBCM will maintain, and provide to Canada and British Columbia a project list submitted in accordance with the following template.

**Annual Report - GTF Project List Template**

<b>Project ID</b>	<b>Ultimate Recipient</b>	<b>Project Title</b>	<b>Project Description</b>	<b>Investment category</b>	<b>Total Project Cost</b>	<b>Funds (GTF) Spent</b>	<b>Completed</b>

**1.2 OUTCOMES REPORT**

By March 31, 2018 and March 31, 2023, UBCM will provide to Canada and British Columbia and make publicly available, an Outcomes Report that will report in aggregate on the degree to which investments are supporting the progress in British Columbia towards achieving the following program benefits:

- A. Beneficial impacts on communities of completed Eligible Projects;
- B. Enhanced impact of GTF as a predictable source of funding including incremental spending; and
- C. Progress made on improving Local Government Asset Management.

The Outcomes Report will present performance data and a narrative on program benefits. The partnership committee will develop and approve a methodology for reporting on performance in respect of each of the program benefits

**2. AUDITS**

Canada may, at its expense, carry out any audit in relation to the Agreement, and for this purpose, reasonable and timely access to all documentation, records and accounts that are related to the Agreement and the use of GTF funding, and any interest earned thereon, and to all other relevant information and documentation requested by Canada or its designated representatives, will be provided to Canada and its designated representatives by:

- British Columbia and UBCM, as applicable, where these are held by British Columbia, UBCM, or their respective agents or Third Parties; and
- Ultimate Recipients where these are held by the Ultimate Recipient or a Third Party or their respective agents.

Canada may, at its expense, complete a periodic evaluation of the GTF to review the relevance and performance (i.e. effectiveness, efficiency and economy) of the GTF. British Columbia and UBCM will provide Canada with information on program performance and may be asked to participate in the evaluation process. The results of the evaluation will be made publicly available.

## **Schedule E – Communications Protocol**

### **1. PURPOSE**

1.1 The provisions of this Communications Protocol apply to all communications activities related to any GTF funding which may be delivered by Canada, including allocations, and Eligible Projects funded under this Agreement. Communications activities may include, but are not limited to, public or media events, news releases, reports, web articles, blogs, project signs, digital signs, publications, success stories and vignettes, photo compilations, videos, advertising campaigns, awareness campaigns, editorials, awards programs, and multi-media products.

1.2 Through collaboration, the Parties agree to work to ensure clarity and consistency in the communications activities meant for the public.

### **2. JOINT COMMUNICATIONS APPROACH**

2.1 The Parties agree to work in collaboration to develop a joint communications approach that identifies guiding principles, including those related to the provision of upfront project information, project signage, and planned communications activities throughout the year. This joint communications approach will have the objective of ensuring that communications activities undertaken each calendar year communicate a mix of Eligible Project types from both large and small communities, span the full calendar year and use a wide range of communications mediums.

2.2 The Parties agree that the initial annual joint communications approach will be finalized and approved by the partnership committee within 60 working days following the inaugural meeting of the partnership committee.

2.3 The Parties agree that achievements under the joint communications approach will be reported to the partnership committee once a year, or more frequently as requested by the partnership committee.

2.4 The Parties agree to assess the effectiveness of the joint communications approach on an annual basis and, as required, update and propose modifications to the joint communications approach. Any modifications will be brought to the partnership committee for approval.

### **3. INFORM CANADA ON ALLOCATION AND INTENDED USE OF GTF FUNDING FOR COMMUNICATIONS PLANNING PURPOSES**

3.1 UBCM agrees to provide to Canada upfront information on planned Eligible Projects and Eligible Projects in progress on an annual basis, prior to the construction season. The Parties will agree, in the joint communications approach, on the date this information will be provided. The information will include, at a minimum:

Ultimate Recipient name; Eligible Project name; Eligible Project category, a brief but meaningful Eligible Project description; amount of Funds being used toward the Eligible Project; and anticipated start date.

3.2 The Parties agree that the above information will be delivered to Canada in an electronic format deemed acceptable by Canada. This information will only be used for communications planning purposes and not for program reporting purposes.

3.3 The Parties agree that the joint communications approach will define a mechanism to ensure the most up-to-date Eligible Project information is available to Canada to support media events and announcements for Eligible Projects.

### **4. PROJECT SIGNAGE**

4.1 The Parties and Ultimate Recipients may each have a sign recognizing their contribution to Eligible Projects.

4.2 At Canada's request, Ultimate Recipients will install a federal sign to recognize federal funding at Eligible Project site(s). Federal sign design, content, and installation guidelines will be provided by Canada and included in the joint communications approach.

4.3 Where British Columbia, UBCM or an Ultimate Recipient decides to install a permanent plaque or other suitable marker with respect to an Eligible Project, it must recognize the federal contribution to the Eligible Project(s) and be approved by Canada.

4.4 The Ultimate Recipient is responsible for the production and installation of Eligible Project signage, or as otherwise agreed upon.

4.5 British Columbia or UBCM agree to inform Canada of signage installations on a basis mutually agreed upon in the joint communications approach.

### **5. MEDIA EVENTS AND ANNOUNCEMENTS FOR ELIGIBLE PROJECTS**

5.1 The Parties agree to have regular announcements of Eligible Projects that are benefiting from GTF funding that may be provided by Canada. Key milestones may be marked by public events, news releases and/or other mechanisms.

5.2 Media events include, but are not limited to, news conferences, public announcements, official events or ceremonies, and news releases.

5.3 A Party or an Ultimate Recipient may request a media event.

5.4 Media events related to Eligible Projects will not occur without the prior knowledge and agreement of the Parties and the Ultimate Recipient.

5.5 The Party or Ultimate Recipient requesting a media event will provide at least 15 working days' notice to the other Parties or Ultimate Recipient of their intention to undertake such an event. The event will take place at a mutually agreed date and location. The Parties and the Ultimate Recipient will have the opportunity to participate in such events through a designated representative. The Parties will each designate their own representative.

5.6 The conduct of all joint media events and products will follow the *Table of Precedence for Canada* as outlined at <http://www.pch.gc.ca/pgm/ceem-cced/prtcl/precedence-eng.cfm>.

5.7 All joint communications material related to media events must be approved by Canada and recognize the funding of the Parties.

5.8 All joint communications material must reflect Canada's policy on official languages and the federal identity program.

## 6. PROGRAM COMMUNICATIONS

6.1 The Parties and Ultimate Recipients may include messaging in their own communications products and activities with regard to the GTF.

6.2 The Party or Ultimate Recipient undertaking these activities will provide the opportunity for the other Parties and Ultimate Recipient to participate, where appropriate, and will recognize the funding of all contributors.

6.3 The Parties agree that they will not unreasonably restrict the other Parties or Ultimate Recipient from using, for their own purposes, public communications products related to the GTF prepared by a Party or Ultimate Recipients, or, if web-based, from linking to it.

6.4 Notwithstanding Section 5 (Communications Protocol), Canada retains the right to meet its obligations to communicate information to Canadians about the GTF and the use of funding through communications products and activities.

## 7. OPERATIONAL COMMUNICATIONS

7.1 The Ultimate Recipient is solely responsible for operational communications with respect to Eligible Projects, including but not limited to, calls for tender, construction, and public safety notices. Operational communications as described above are not subject to the federal official language policy.

7.2 Canada, British Columbia, UBCM or the Ultimate Recipient will share information promptly with the Parties should significant emerging media or stakeholder issues relating to an Eligible Project arise. The Parties will advise Ultimate Recipients, when appropriate, about media inquiries received concerning an Eligible Project.

## **8. COMMUNICATING SUCCESS STORIES**

British Columbia and UBCM agree to facilitate communications between Canada and Ultimate Recipients for the purposes of collaborating on communications activities and products including but not limited to Eligible Project success stories, Eligible Project vignettes, and Eligible Project start-to-finish features.

## **9. ADVERTISING CAMPAIGNS**

Recognizing that advertising can be an effective means of communicating with the public, a Party or an Ultimate Recipient may, at their own cost, organize an advertising or public information campaign related to the GTF or Eligible Projects. However, such a campaign must respect the provisions of this Agreement. In the event of such a campaign, the sponsoring Party or Ultimate Recipient agrees to inform the other Parties of its intention, and to inform them no less than 21 working days prior to the campaign launch.



March 22, 2021

Ref: 265703

Bob Lapham  
 Chief Administrative Officer  
 Capital Regional District  
 PO Box 1000  
 Victoria BC V8W 2S6

Dear Bob Lapham:

The provincial government understands the fiscal impacts that COVID-19 has placed on local service providers. To help address these challenges, the Province of British Columbia announced nearly \$2 billion in joint Federal/Provincial spending, including: \$540 million for local governments, \$418 million for community infrastructure, and \$1 billion for transit, TransLink, and ferries.

The \$540 million for local governments was further divided into three funding streams. Two of the streams (Development Services for \$15 million and Strengthening Communities for \$100 million) are application-based funding. For more information on these two funding streams, please visit the following program webpages:

- **Development Services** – <https://www.ubcm.ca/EN/main/funding/lgps/local-government-development-approvals.html>
- **Strengthening Communities** – <https://www.ubcm.ca/EN/main/funding/lgps/strengthening-communities-services.html>

The third stream provides direct grants to local governments. This funding stream is called the "COVID-19 Safe Restart Grant for Local Governments" and provides \$425 million for local operations impacted by COVID-19. This funding supports local governments as they deal with increased operating costs and lower revenue due to COVID-19.

Of this \$425 million, \$415 million was paid out in November 2020 to local governments and the Province is now in a position to allocate the remaining \$10 million to continue to support local service providers. Of the \$415 million allocated to local governments in November, \$21 million was allocated to regional districts. This amount was relatively small (compared with the allocation to municipalities) because municipalities faced revenue risks and expenses, and the Province and municipalities ensured that regional requisitions would be fully remitted in 2020.

.../2

While the regional tax base was kept whole in 2020, the Province acknowledges that regional districts have developed other COVID-related financial shortfalls and pressures. For this reason, the Province has decided to allocate the \$10 million holdback to the 27 regional districts.

Under section 36 of the *Local Government Grants Regulation*, the amount of the grant to each regional district is set by the Minister of Municipal Affairs. The determination of this amount was based on an allocation formula that applies equally to all regional districts. The allocation is as follows: 20 percent of the holdback will be allocated on total regional population, and the remaining 80 percent was allocated on rural population (i.e. population in electoral areas). This was done in recognition of the additional costs associated with servicing remote rural areas.

For the Capital Regional District, the Province provided **\$1,421,000** in November 2020. The Province is providing an additional **\$575,000** in March 2021, which represents a **40 percent** increase over the initial installment. The total of both installments is **\$1,996,000**.

Like the November payment, this funding will also ensure regional districts can continue to deliver the services people depend on in their communities. COVID related eligible costs will include:

- addressing revenues shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services like fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
- other related costs.

To ensure optimal transparency on the use of funds, there are two reporting requirements for regional districts. First, as part of the 2021 audited financial statements, the regional district must provide a report on how the funds were allocated to various regional and local services.

The second reporting requirement is an annual report on how the grant funds were spent in that year. This will be a schedule to your audited financial statements, under section 377 of the *Local Government Act*. The schedule will include the amount of funding received, the use of those funds, and the year-end balance of unused funds. This report may be consolidated for the entire regional district, rather than reporting on a service-by-service level. Your regional district must continue to annually report on the use of grant money until the funds are fully drawn down.

For the purpose of reporting, the two payments (November 2020 and March 2021) may be treated as one pooled grant. Thus, a regional district is **not** required to report on the two payments separately.

If you have a questions or comments regarding this letter, please feel free to contact Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch, by email at: [Jennifer.Richardson@gov.bc.ca](mailto:Jennifer.Richardson@gov.bc.ca), or by telephone at: 778 698-3243.

Bob Lapham

Page 3

The provincial government welcomes this opportunity to support COVID-19 restart and recovery throughout British Columbia.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping, fluid strokes that form a cursive name.

Okenge Yuma Morisho

Deputy Minister

pc: Nelson Chan, Chief Financial Officer, Capital Regional District  
Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch



November 2, 2020

Ref: 257735

Bob Lapham  
Chief Administrative Officer  
Capital Regional District  
PO Box 1000  
Victoria BC V8W 2S6

Dear Bob Lapham:

The provincial government understands the fiscal impacts that COVID-19 has placed on local service providers. To help address these challenges, in September the Province of British Columbia announced nearly \$2 billion in joint federal/provincial spending, including: \$540 million for local governments, \$418 million for community infrastructure, and \$1 billion for transit, TransLink and ferries.

The \$540 million for local governments was further divided into three funding streams. Two streams (“Development Services” for \$15 million and “Strengthening Communities” for \$100 million) will be application-based funding. More information on these funding streams will be forthcoming.

The third stream will provide direct grants to local governments. This funding stream is called the “COVID-19 Safe Restart Grants for Local Governments” and will provide up to \$425 million for local operations impacted by COVID-19. This funding will support local governments as they deal with increased operating costs and lower revenue due to COVID-19. It will also ensure local governments can continue to deliver the services people depend on in their communities. Eligible costs will include:

- addressing revenues shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services like fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
- other related costs.

.../2

As you may recall, during the early months of COVID-19, the provincial government required all municipalities to fully remit requisitions to regional districts by August 1, 2020, despite any shortfalls in municipal tax collection. This was designed to ensure regional district requisitions were kept whole in 2020. Because of this earlier action, the COVID-19 Safe Restart Grant for Local Governments will place a funding emphasis on municipalities. However, there is still considerable funding under this grant program for regional districts.

I am pleased to advise you that **Capital** is the recipient of a **\$1,421,000** grant under the COVID-19 Safe Restart Grant for Local Governments. This amount will be directly transferred to your regional district in the coming days.

Under section 36 of the Local Government Grants Regulation, the amount of the grant to each local government is set by Minister of Municipal Affairs and Housing. The determination of this amount was based on a formula that applies to all regional districts. The funding formula for regional districts is based on three components: a flat funding amount plus two per capita amounts. The flat amount will be \$300,000 to each regional district.

The first per capita amount will be based on the total regional district population (rural and municipal). This will provide \$3.10 per person. There will be a funding limit on this first per capita amount. The limit is \$1.8 million for Metro Vancouver and \$900,000 for all other regional districts. The higher limit for Metro Vancouver is in recognition of their larger population. The overall purpose of these limits is to ensure that the very largest regional districts do not receive a disproportionate share of funding compared to smaller and mid-sized regional districts.

The second per capita amount will be based on the rural population of a regional district (i.e. the population outside the boundaries of an incorporated municipality). This second per capita amount will provide \$8.13 per rural population. This second per capita amount is in recognition of the additional burden on regional districts because they are the primary local service provider in rural parts of British Columbia.

This overall formula is designed to ensure that larger regional districts receive more money than smaller ones, but that smaller and rural regional districts receive higher per capita funding than larger ones. This is in recognition that small regional districts often lack a diverse revenue base and the economies-of-scale to easily restart their operations.

An example of the funding formula (for a regional district of 65,000 people) is provided as an attachment to this letter. If you wish, you can apply this formula to your 2018 total population of **412,220** and rural population of **27,211** to determine your total funding amount. 2018 population data was used because it is the last year in which we have complete financial and demographic data for each regional district.

Before December 31, 2021, (a little over a year from this letter) the regional board must fully allocate the grant funds to the appropriate services. This allocation will be entirely at the discretion of the board. Ministry staff are available to assist regional district staff should they have any questions on allocation.

To ensure optimal transparency on the use of funds, there are two reporting requirements for regional districts. **First**, as part of the 2021 audited financial statements, the regional district must provide a report on how the funds were allocated to various regional and local services.

The **second** reporting requirement is an annual report on how the grant funds were spent in that year. This will be a schedule to your audited financial statements, under section 377 of the Local Government Act. The schedule will include the amount of funding received, the use of those funds, and the year-end balance of unused funds. This report may be consolidated for the entire regional district, rather than reporting on a service-by-service level. Your regional district must continue to annually report on the use of grant money until the funds are fully drawn down.

If you have questions or comments regarding this letter, please feel free to contact Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch, by email at: Jennifer.Richardson@gov.bc.ca, or by phone at: 778-698-3243.

The provincial government welcomes this opportunity to support COVID-19 restart and recovery throughout British Columbia. We believe that this funding will contribute to the long-term recovery of local governments who are both critical service providers and crucial drivers in the British Columbia economy.

Sincerely,



Kaye Krishna  
Deputy Minister

Attachment

pc: Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch  
Nelson Chan, Chief Financial Officer, Capital Regional District

**Attachment 1: Example Calculation for a Regional District with 65,000 People**

**Rockridge Regional District**

**Variables:**

	Population	Per Capital Amount	Funding Limit	Flat Funding Amount
Total RD	<b>65,000</b>	<b>\$3.10</b>	<b>\$900,000</b>	n/a
Rural Part of RD	<b>20,000</b>	<b>\$8.13</b>	n/a	n/a
Other	n/a	n/a	n/a	<b>\$300,000</b>

**Calculation:**

	A	B	C=AxB	D	E=min(C or D)
Cost Item	Population	Per Capital Amount	Pop-Based Funding	Ceiling	Funding
Total Population	<b>65,000</b>	<b>\$3.10</b>	201,500	<b>900,000</b>	201,500
Rural Population	<b>20,000</b>	<b>\$8.13</b>	162,600	<b>n/a</b>	162,600
Flat Amount	-----				<b>300,000</b>

**TOTAL**

664,100

Funding is based on a flat amount (**\$300,000**) plus two per capita amounts.

One per capita amount is based on total RD population times \$3.10 per person. This first per capita amount is subject to a funding ceiling of \$0.9M (or \$1.8M for Metro). In the above example, this amount equals **\$201,500**.

The second per capital amount is based on the rural population (i.e. outside municipal boundaries) times \$8.13 per person. In the above example, this equals **\$162,600**.

The total funding is the sum of these three amounts. In the above example, this equals **\$664,100**.

The RD population data is for 2018 (from BC Stats as at Oct 1, 2020)  
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>  
 "Municipal and sub-provincial areas population, 2011 to 2019.xls"



Dear Nelson Chan,

I am writing to follow up on the announcement made by the Honourable George Heyman, Minister of Environment and Climate Change Strategy and the Honourable Nathan Cullen, Minister of Municipal Affairs, on the new Local Government Climate Action Program (LGCAP). The program will provide predictable, annual, long-term funding for local climate action to help reach [legislated climate targets](#) and prepare communities for the impacts of a changing climate.

The program will provide \$126,082 to Capital Regional District to support local climate initiatives aligned with the [CleanBC Roadmap](#) and the draft [Climate Preparedness and Adaptation Strategy](#). Local governments and Modern Treaty Nations will be required to report on their actions to reduce emissions and prepare for climate impacts.

There are several program supports available to you:

- Please visit the [LGCAP website](#) for program details
- The LGCAP website includes the Program Guide and Survey Template, which can be used to prepare for required online reporting.
- Webinars will be held throughout May 2022 to provide program information and answer any questions you may have. Registration details can be found [here](#).

In June, you will receive an email with instructions on how to access the online reporting tool.

The Province is requesting one point of contact from your community for ongoing communications regarding the use and reporting of LGCAP funding. Please confirm the name and position of your community contact to [LGCAP@gov.bc.ca](mailto:LGCAP@gov.bc.ca)

Let me close by saying the Province is excited about the LGCAP and the opportunities it provides to continue collaboration with local governments and Modern Treaty Nations on climate action.

Sincerely,  
Jeremy Hewitt  
Associate Deputy Minister  
Climate Action Secretariat  
Ministry of Environment and Climate Change Strategy



March 16, 2023

Ref: 271994

Colin Plant, Chair  
 Capital Regional District  
 PO Box 1000  
 Victoria BC V8W 2S6

Dear Chair Plant:

The population of B.C. has increased consistently over the past decade and is projected to keep growing in the next 10 years. The provincial government understands the need to facilitate greater housing supply for our growing population. The province will support local governments in addressing the multiple funding and financing constraints to aid in the construction of infrastructure and amenities for all B.C. communities. Local governments' investment in core community infrastructure and amenities increases the amount of land that is ready to be developed to a higher density.

The Government of B.C. has invested considerable resources in infrastructure and amenities in the past 10 years and has strategically leveraged federal funding to that effect. More than \$1.6 billion in federal and provincial funding have been invested in our communities since 2018 through the Investing in Canada Infrastructure Program. However, as there is still more to be done for infrastructure and amenities, the provincial government is pleased to provide the Growing Communities Fund (GCF) for local governments province-wide.

As a one-time grant, the GCF will provide up to \$1 billion through direct grants to local governments to support all B.C. communities, with a focus on those communities that need to increase the pace and scale of housing supply. The principal objective of the GCF is to increase the local housing supply with investments in community infrastructure and amenities. Regional Districts are encouraged to work closely with adjacent local First Nations, in recognition of the *Declaration on the Rights of Indigenous Peoples Act*, as this collaboration strengthens our communities and regions.

The funding provided through the GCF should be limited to one-off costs needed to build required infrastructure and amenities rather than funding ongoing or operational activities. These funds are to be incremental to currently planned investments and should accelerate the delivery of capital projects.

Eligible costs are as follows:

- Public drinking water supply, treatment facilities and water distribution;
- Local portion of affordable/attainable housing developments;

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- Childcare facilities;
- Municipal or regional capital projects that service, directly or indirectly, neighbouring First Nation communities;
- Wastewater conveyance and treatment facilities;
- Stormwater management;
- Solid waste management infrastructure;
- Public safety/emergency management equipment and facilities not funded by senior level government;
- Local road improvements and upgrades;
- Sidewalks, curbing and lighting;
- Active transportation amenities not funded by existing provincial programs;
- Improvements that facilitate transit service;
- Natural hazard mitigation;
- Park additions/maintenance/upgrades including washrooms/meeting space and other amenities; and
- Recreation-related amenities.

Further to the above note capital costs, one-off costs can include:

- Costs of feasibility studies (including infrastructure capacity assessment); other early-stage development work; costs of designing, tendering and acquiring land (where it is wholly required for eligible infrastructure projects); constructing eligible infrastructure projects; and, in limited situations, non-capital administrative costs where these are necessary, for example adding staff capacity related to development or to establish complementary financing for local government owned infrastructure or amenities.

I am pleased to advise you that Capital Regional District is the recipient of a \$11,559,000 grant under the Growing Communities Fund. This amount will be directly transferred to your local government by March 31, 2023.

Under part 7 of the Local Government Grants Regulations, the amount of the grant to each local government is set by the Minister of Municipal Affairs. The determination of this amount was based on a formula that applies to all regional districts.

This formula is based on four components: a flat funding amount, a “total population” amount, a “rural population” amount and a “rural population growth” amount. The flat amount is \$500,000. The “total population” amount is \$17 per capita in the entire regional district. The “rural population” amount is \$30 per capita in the rural areas of the regional district.

This approach recognizes that servicing rural residents (unincorporated areas) is generally more expensive on a per capita basis than residents from urban (incorporated areas) due to economies of scale. The “rural population growth” amount is \$1,000 per capita population growth in the rural areas between 2016 and 2021.

As a condition of this funding, the grant must be allocated to an appropriate regional district service by the end of this calendar year. To ensure full transparency regarding the use of funds, your local government will be required to annually report on how it spends this grant. This will be part of the annual financial reporting required under section 377 (1)(a) of the *Local Government Act*. Your local government will provide a schedule to the audited financial statements respecting the amount of funding received, the use of those funds and the year-end balance of unused funds. Your local government must continue to annually report on the use of grant money until the funds are fully drawn down.

Further to the financial reporting, an annual report that identifies work-related Housing Needs Reports and pre-zoning requirements, as applicable, is required. The province also encourages highlighting projects that align with provincial priorities such as CleanBC and childcare; as well as those that align with the province’s Environmental, Social and Governance framework for capital projects.

Finally, requirements will include parameters for public recognition of the funding related to projects. The province must be consulted prior to any proactive media events or news releases related to the project. Funded projects must also acknowledge the province’s contribution through temporary and permanent on-site signage. The provincial government anticipates that the funds will be expended within approximately five years of receipt.

If you have any questions or comments regarding this letter, please feel free to contact the Local Government Infrastructure and Finance Branch by email at: [L GIF@gov.bc.ca](mailto:L GIF@gov.bc.ca). Further information on the program will be available on the following webpage: <https://www2.gov.bc.ca/gov/content/governments/local-governments/grants-transfers/grants/bc-s-growing-communities-fund>.

The province welcomes this opportunity to support the growth of the supply of housing throughout British Columbia. We believe that that this funding will contribute to the capacity of B.C. local governments to provide critical services as our province and economy grows.

Sincerely,



Anne Kang  
Minister

pc: Ted Robbins, Chief Administrative Officer, Capital Regional District  
Nelson Chan, Chief Financial Officer, Capital Regional District

**Attachment with Example Calculation for a Regional District with 65,000 People, 30,000 in Rural Areas**

If the Regional District rural population (unincorporated areas) grew by 2,000 people between 2016-2021, the total grant amount is calculated as follows:

<b>Component</b>	<b>Calculation</b>	<b>Result</b>
Flat Funding	500,000	\$500,000
Total Population	= 65,000 x 17	\$1,105,000
Rural Population	= 30,000 x 30	\$900,000
Rural Population Growth	= 2,000 x 1,000	\$2,000,000
Total Grant		\$4,505,000



February 10, 2023

Ref: 272022

Dear Mayors and Regional Chairs:

I am pleased to let you know of the significant investment our government has made to support all our municipalities and regional districts around the province. This is in direct response to my mandate letter to support growing municipalities and regional districts with funding for infrastructure and community amenities.

Today Premier David Eby and I announced the [B.C. building stronger communities with \\$1-billion Growing Communities Fund | BC Gov News](#). The fund will provide a one-time total of \$1 billion in direct grants to all 188 of B.C.'s municipalities and regional districts. Your local government can use it to address your community's unique infrastructure and amenities demands, such as recreation facilities, parks and water treatment plants, as well as other community infrastructure. It will help communities prepare for future growth and build the amenities needed to support new home construction, especially with the *Housing Supply Act* where targets are set.

These grants will complement existing infrastructure funding programs for projects such as sewer, water and recreation facilities. The province will distribute them to B.C.'s 188 municipalities and regional districts by the end of March 2023. The Growing Communities Fund arises from the surplus shown in the Second Quarter Financial Report. The province is putting this year's surplus to work for people to support them now and for the long term.

The province has heard from local governments about the need for infrastructure and amenities to support their growth. Infrastructure funding programs are routinely significantly oversubscribed. For example, there were six times more requests for funding through the "Investing in Canada Infrastructure Program Community Culture and Recreation" stream than what was available. This one-time fund also supports priorities identified by the Union of British Columbia Municipalities (UBCM).

The Ministry will issue a direction letter to each local government in March 2023 including further details on this one-time direct grant. This will include information on the formula used to allocate the funds, the amount your local government will be receiving and the province's expectations for the use and reporting of the funds.

As this is a direct grant from the province to each municipality and regional district in B.C., your local government will not have to apply for the funds. Your council or board will be required to make decisions on the use of the funds in compliance with this second letter coming in March 2023. Projects that support neighboring First Nations communities are strongly encouraged.

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I trust you will join me in acknowledging the importance and value that this fund will have to focus on building a secure, low emission, sustainable economy and a province where everyone can find a good home – whether you live in a rural area, a city, or in an Indigenous community. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

I look forward to connecting with you again soon in person or virtually as I continue to tour and meet with local elected officials. In the interim, any questions can be directed to myself at:

[Minister.MUNI@gov.bc.ca](mailto:Minister.MUNI@gov.bc.ca). Staff are available at: [LGIF.Infra@gov.bc.ca](mailto:LGIF.Infra@gov.bc.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Anne Kang', written in a cursive style.

Anne Kang  
Minister  
Ministry of Municipal Affairs

pc:       The Honourable David Eby, Premier  
          The Honourable Katrine Conroy, Minister of Finance  
          Chief Administrative Officers  
          Okenge Yuma Morisho, Deputy Minister, Municipal Affairs  
          Jen Ford, President UBCM  
          Gary Maclsaac, Executive Director, UBCM



Making a difference...together

## REPORT TO MAGIC LAKE ESTATES WATER AND SEWER COMMITTEE MEETING OF TUESDAY, APRIL 4, 2023

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**SUBJECT**     **Award of Contract 2022-846 Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades**

### **ISSUE SUMMARY**

To seek approval to award a contract for the Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades.

### **BACKGROUND**

The Magic Lake Estates Sewer Service has committed to address the issues facing the aging and failing sewer infrastructure in Magic Lake Estates (MLE) through capital project upgrades. On November 23, 2019, the electors of the MLE Sewer Service approved borrowing \$6 million to complete Phase 1 upgrades to the system. Phase 1 upgrades originally included about 4.6 kilometers (km) of sewer pipe replacement, renewing of three pump stations, and some improvements at Schooner Wastewater Treatment Plant (WWTP). In 2020, the Capital Regional District (CRD) applied for a grant from Infrastructure Canada to complete upgrades on the pump stations and treatment plants at an estimated cost of \$7.71 million. The application was successful, and the 73.33% senior government share of the grant was \$5.65 million, and the 26.67% local taxpayer share was \$2.06 million.

The scope previously noted in Phase 1, 2 and 3 was adjusted so that \$3.94 million would be allocated for sewer replacement and overall project administration; and \$7.71 million would be allocated towards the pump stations and treatment plant upgrades.

In 2021, the Magic Lake Estates Water and Sewer Committee directed staff to proceed with replacing about 3km of sewer pipe and to install the new Cannon forcemain at an estimated cost of about \$2.2 million and to save the remaining funds from the \$3.94 million allocation until the final pump station and treatment plant costs were known. Refer to the map in Appendix A showing the completed and proposed upgrades.

McElhanney Ltd. was awarded a consulting engineering contract in January 2022 for the design of the WWTP and pump station upgrades.

### **Project Scope**

The proposed upgrades under the Magic Lake Estates Wastewater Pump Station and Treatment Plant Project include:

1. Renew Buccaneer, Galleon, Schooner, Capstan, Cutlass and Masthead pump stations:
  - a. Replace mechanical and electrical components
  - b. Provide a standby generator for Galleon and Schooner
2. Replace Cannon WWTP with a new pump station:
  - a. Provide an access road to the pump station
  - b. Install new pump station and kiosk
  - c. Retain existing tankage for emergency overflow storage

3. Upgrade Schooner WWTP:
  - a. Replace existing headworks and biological treatment processes
  - b. Replace electrical and mechanical equipment (pumps, blowers, etc.)
  - c. Provide a new emergency standby generator
  - d. Retain existing tankage for emergency overflow storage
  - e. Remove the existing electrical and blower sheds
  - f. Improve the sludge dewatering process
  - g. Improve access, landscaping and screening around the facility

The original pump station and treatment plant project estimate in 2020, when the grant application was submitted prior to COVID, world events, and market supply shortages was \$7,709,350. In November 2022, McElhanney updated their cost estimate to \$8,556,000 and then at the end of January 2023, just as the tender was issued, McElhanney updated their estimate again to \$9,000,000. Other additional scope changes, not included in the updated cost estimate, are environmental approvals/restoration for working in a ‘wetland’ and upgraded radio communication requirements.

Based on McElhanney’s revised January estimate and deducting the pre-purchased equipment and engineering costs, the pre-tender budget estimate for construction was \$6,400,000. Further details on the overall project budget are noted in the Financial Status table on the next page.

An invitation to tender (No. 2022-846) was issued on January 27, 2023 and closed on March 14, 2023. Four tenders were received as noted below.

<b>Tenderer</b>	<b>Total Tender Amount (excluding GST)</b>
Coast Utility Contracting Ltd.	\$7,693,550.00
Industra	\$8,329,618.41
Tritech Group Ltd.	\$10,972,312.46
CanWest Mechanical Ltd.	disqualified

CanWest Mechanical Ltd. submitted their tender past the Tender Closing Time and was therefore not opened. The lowest tender from Coast Utility Contracting Ltd. is about 20% over McElhanney’s pre-tender cost estimate. McElhanney has reviewed the tenders and determined that there are cost increases across all disciplines, but the largest increases were for general requirements, mechanical and electrical items (see Appendix B for McElhanney’s review of the tender). Recently closed tenders on other CRD projects have also exceeded budget estimates by 20-30% indicating that market conditions are still being affected by supply chain issues, energy costs, and construction inflation. See Appendix C for a staff report presented to the CRD Juan de Fuca Water Distribution Service which provides a more detailed explanation on the cost drivers behind increasing tender amounts.

Staff advised the Committee in the September 13, 2022 Progress Report, that remaining funds from the sewer replacement project will have to be allocated towards the treatment plant and pump station project in order to cover the cost increase. In addition, three pump stations will have to be deleted from the project scope in order to ensure that key scope items, Schooner WWTP, Cannon, Galleon and Schooner Pump Stations, can be completed.

By removing three pump stations from the scope, the total revised tender price from the lowest tenderer would be \$6,465,550 plus \$119,000 for the Supervisory Control and Data Acquisition (SCADA) upgrades (excluding GST). The Financial Status Table below summarizes how the key project scope items can still be completed with the remaining funds available.

**Financial Status of Whole Project (as of March 20, 2023)**

<b>Projects/Tasks</b>	<b>Revised Budget</b>	<b>Actual and Committed Cost To Date</b>	<b>Remaining Cost To Complete</b>	<b>Variance</b>
20-01 Pipe Replacement (Phase 1)	\$2,403,266	\$2,363,357	\$0 <i>Note 1</i>	\$39,909
21-01 WWTP and Pump Station (Phase 2/3)	\$9,000,000	\$1,925,015	\$7,092,894	(\$17,909)
<i>Construction</i>	\$7,400,000	\$1,091,075	\$6,465,550 <i>Note 2</i>	(\$156,625)
<i>Implementation</i>	\$ 200,000	\$2,343	\$197,657 <i>Note 3</i>	\$0
<i>Design and Inspection</i>	\$ 900,000	\$831,597	\$68,403	\$0
<i>Contingency</i>	\$500,000	\$0	\$361,284 <i>Note 4</i>	\$138,716
Project Management	\$250,000	\$84,864	\$165,136	\$0
23-01 SCADA Upgrades	\$90,000	\$0	\$112,000 <i>Note 5</i>	(\$22,000)
<b>Total (all projects)</b>	<b>\$11,743,266</b>	<b>\$4,373,236</b>	<b>\$7,370,030</b>	<b>\$0</b>

1. The Pipe Replacement remaining cost to complete is shown as \$0 so that the Variance of \$39,909 can be allocated to Phase 2/3 (to complete the WWTP Upgrades and 3 pump stations).
2. The Construction remaining cost to complete of \$6,465,550 is based on tender 2022-846 amount with reduced scope (deleting 3 pump stations).
3. The Implementation (\$197,657) and Design (\$68,403) amounts are allocated for McElhanney and PBX to complete the programming and commissioning of the new facilities.
4. Contingency lowered to cover actual equipment and tender costs to date (about 7.0% remains for construction changes).
5. The SCADA (\$112,000) amount is based on the tender 2022-846 amount for that specific line item.

As noted in the above table, three pump stations have to be removed from the project scope to lower the construction tender amount to \$6,465,550, and the negative variances from the construction and SCADA line items can be offset by the positive variances from the pipe replacement and contingency line items. However, by reducing some scope and offsetting the variances the critical pump stations and treatment plant upgrades can proceed as committed to the Ministry of Environment and in the Infrastructure Canada Grant Agreement. The Infrastructure Grant agent has been informed of the revised scope.

Should the full contingency allowance not be required for unforeseen changes during construction, it may be possible to complete some of the other pump stations. This can be re-evaluated when the construction project nears completion in about one year.

Since the total value of this tender exceeds \$5 million, the approval to award this contract is required by the CRD Board.

## **ALTERNATIVES**

### *Alternative 1*

The Magic Lake Estates Water and Sewer Committee recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:

1. That Contract 2022-846, Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades, be awarded to Coast Utility Contracting Ltd., in the amount of \$6,577,550 plus GST; and
2. That staff be authorized to issue Change Orders for the project as required, up to total aggregate amount of \$361,284 from the Project Contingency.

### *Alternative 2*

The Magic Lake Estates Water and Sewer Committee recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:

That Contract 2022-846, Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades, not be awarded and that staff be directed to cancel or retender the project.

## **IMPLICATIONS**

### *Financial Implications*

Coast Utility Contracting Ltd. was the lowest tender and are deemed qualified and experienced to complete the work in Tender 2022-846. Their tender exceeded the budget so three pump station upgrades need to be removed, but the key scope upgrades can, and must, be completed to bring the wastewater systems back into regulatory compliance to protect the environment.

### *Service Delivery Implications*

The Agreement with Infrastructure Canada requires this project be completed in order to receive senior government funding. They have been informed that some scope reduction is required. Additional information can be provided to the Committee and Board if necessary, but cancelling or retendering the project will delay the project schedule, prolong the Ministry of Environment's 'Out of Compliance' Order, and will likely add more cost to the project. Several pre-purchased equipment contracts have been awarded and that equipment is scheduled to arrive around September 2023.

### *Intergovernmental Implications*

This project is supported by many agencies including the Pender Conservancy, Island Health, Ministry of Environment, and stream keeper groups. In addition, several First Nations have been informed and consulted on this project.

## **CONCLUSION**

The Tender is ready to be awarded to Coast Utility Contracting Ltd. in the amount of \$6,577,550 plus GST. The Tender has been reviewed and it complies with the tender requirements and Coast is deemed qualified to undertake the project. With a reduction in scope, there are sufficient funds available in the approved Capital Plan and Infrastructure Canada Grant to complete the key project upgrades. Since the tender exceeds \$5 million, approval to award the contract is required by the CRD Board.

**RECOMMENDATION**

The Magic Lake Estates Water and Sewer Committee recommends that the Electoral Areas Committee recommend to the Capital Regional District Board:

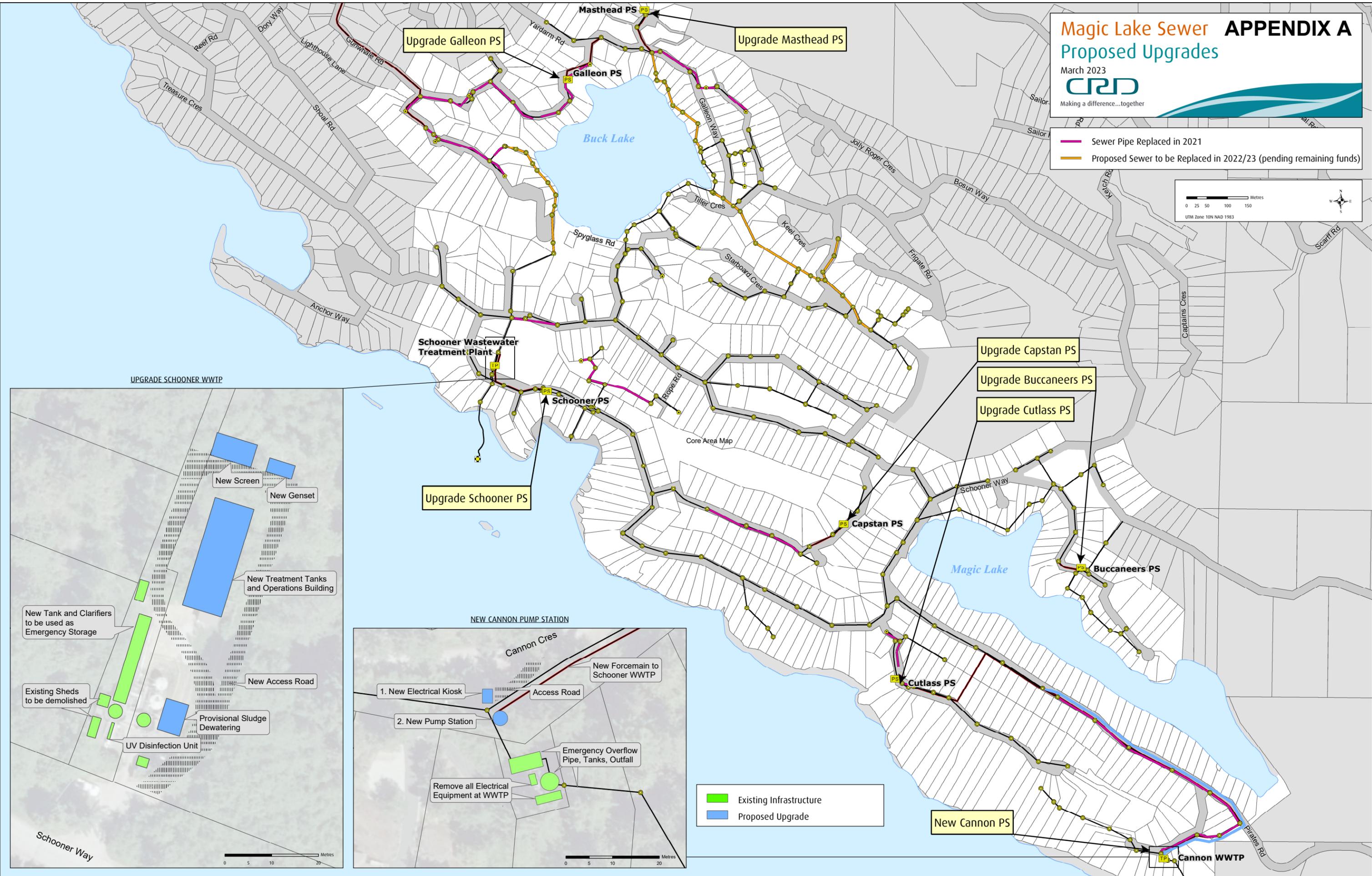
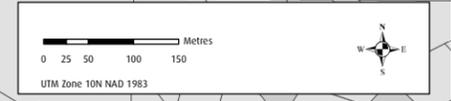
1. That Contact 2022-846, Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades, be awarded to Coast Utility Contracting Ltd., in the amount of \$6,577,550 plus GST; and
2. That staff be authorized to issue Change Orders for the project as required, up to total aggregate amount of \$361,284 from the Project Contingency.

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

**ATTACHMENT(S)**

- Appendix A: Map of completed and proposed upgrades to the MLE Wastewater System
- Appendix B: McElhanney’s review of Tender 2022-846
- Appendix C: Staff Report to Juan de Fuca Water Distribution Commission

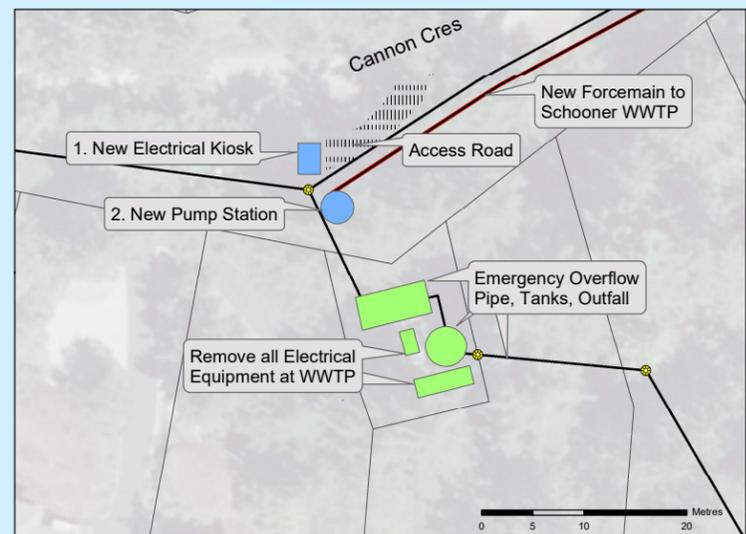
— Sewer Pipe Replaced in 2021  
 — Proposed Sewer to be Replaced in 2022/23 (pending remaining funds)



UPGRADE SCHOONER WWTP



NEW CANNON PUMP STATION



Existing Infrastructure  
 Proposed Upgrade

New Cannon PS

Cannon WWTP

Our File: 2241-21182-00

# MEMO

<b>To</b> Martina Bona, P.Eng. Wastewater Engineering & Planning, CRD	<b>From</b> Mitchell Hahn, P.Eng. McElhanney Ltd., Victoria
<b>Re</b> MLE Wastewater Pump Station and Treatment Plant Upgrades Tender Document Review	<b>Date</b> March 16, 2023

Dear Martina,

This memo reviews the tenders received by the Capital Regional District on March 14, 2023 for the Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades project (Tender 2022-846).

## 1. Tenders Received

Three tenders were received for this project, all properly signed. Total lump sum prices as per the Schedule of Prices and Estimated Quantities of the Tenderers Package are shown in the table below.

Bidder	Bid Value (excluding GST)
Coast Utility Contracting Ltd.	\$7,693,550.00
Industra	\$ 8,329,618.41
Tritech Group Ltd.	\$ 10,972,312.46

## 2. Arithmetic Check

An arithmetic check was performed on all three Tender Schedule of Prices and Estimated Quantities with the following errors observed:

### McElhanney

500 – 3960 Quadra Street, Victoria BC Canada, V8X 4A3  
 Tel. 250-370-9221 | Fax. 1-855-407-3895 | www.mcelhanney.com

**Coast Utility Contracting Ltd.**

Arithmetic checked OK

**Industra:**

There was a \$5.00 summation error in Part A of their bid. The correct amount of their tender is noted in the table above.

**Tritech Group Ltd.**

Arithmetic checked OK

**3. Bid Bond**

All three tenders provided the required Bid Bond.

**4. Undertaking of Surety – Performance Bond and Labour and Materials Payment Bond**

All three tenders provided the required undertaking of Surety for both the Performance Bond and the Labour and Materials Payment Bond.

**5. Project Duration**

The following table summarizes the number of days the Contractor's specified to substantially perform the work after the award of contract.

<b>Bidder</b>	<b>Duration (Days)</b>
Coast Utility Contracting Ltd.	365
Industra	400
Tritech Group Ltd.	730

**6. Acknowledgment of Addenda**

All Tenders included acknowledgement of their examination of the addenda as indicated in section 1.11, page 5 of the Instructions to Tenderers and included signed copies of the addenda.



## 7. Contractors Qualifications and Experience

All Bidders provided references for projects of similar size and scope and qualifications of their key personnel; and are all deemed to have acceptable qualifications to undertake this project. Any sub contractors not listed will need to be approved by the Engineer.

## 8. Tender Values vs Engineer's Estimate

The table below provides a summary of the Part A through G of the Tenders amounts compared to the engineer's class B cost estimate provided in January 2023. A class B estimate is considered to have a level of accuracy of (+/-15-25%). The lowest tender price is about 10-35% higher than the Class B estimate (after factoring in the + 15 to +25% range)

Item	Estimated		Coast Utility	Industra	Tritech
	Class B Cost Estimate	Class B High Limit 25%	Amount (\$)	Corrected Amount (\$)	Amount (\$)
Part A - Schooner WWTP Upgrade	\$ 3,069,511	\$ 3,836,889	\$ 4,668,350.00	\$ 5,278,601.22	\$ 7,771,099.92
Part B - Cannon Pump Station	\$ 842,116	\$ 1,052,645	\$ 876,200.00	\$ 885,995.34	\$ 914,117.92
Part C - Buccaneer Pump Station	\$ 277,846	\$ 347,308	\$ 371,900.00	\$ 380,576.99	\$ 389,806.14
Part D - Capstan Pump Station	\$ 264,799	\$ 330,999	\$ 387,900.00	\$ 374,017.08	\$ 378,054.02
Part E - Galleon Pump Station	\$ 336,508	\$ 420,635	\$ 415,400.00	\$ 410,354.12	\$ 427,195.54
Part F - Masthead Pump Station	\$ 297,228	\$ 371,536	\$ 386,200.00	\$ 399,248.30	\$ 407,742.25
Part G - Schooner Pump Station	\$ 393,498	\$ 491,873	\$ 487,600.00	\$ 500,825.36	\$ 584,296.67
<b>Subtotal of above items</b>	\$ 5,481,508	\$ 6,851,885	\$ 7,593,550.00	\$ 8,229,618.41	\$ 10,872,312.46
Contingency Allowance (see note 2)	\$ 100,000	\$ 100,000	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
<b>Subtotal including contingency</b>	\$ 5,581,508	\$ 6,951,885	\$ 7,693,550.00	\$ 8,329,618.41	\$ 10,972,312.46
Goods and Services Tax (GST)	\$ 279,075	\$ 347,594	\$ 384,677.50	\$ 416,480.92	\$ 548,615.62
<b>Total Tendered Amount</b>	\$ 5,860,583	\$ 7,299,479	\$ 8,078,227.50	\$ 8,746,099.33	\$ 11,520,928.08

Item	Class B Estimate plus 15%	Class B Estimate plus 25%	Coast Utility Tender Amount	Percent Difference
Part A	\$ 3,529,937.99	\$ 3,836,889.12	\$ 4,668,350.00	+ 20 to 28%
Part B	\$ 968,433.72	\$ 1,052,645.35	\$ 876,200.00	- 10 to 18%
Part C	\$ 319,523.23	\$ 347,307.85	\$ 371,900.00	+ 7 to 15%
Part D	\$ 304,519.01	\$ 330,998.93	\$ 387,900.00	+ 16 to 24%
Part E	\$ 386,984.36	\$ 420,635.18	\$ 415,400.00	+ 7 to -1%
Part F	\$ 341,812.72	\$ 371,535.57	\$ 386,200.00	+ 4 to 12%
Part G	\$ 452,522.99	\$ 491,872.82	\$ 487,600.00	+7 to -1%

The biggest cost difference appears to be on the Schooner WWTP item.



Upon review of the individual Schooner WWTP line items, the costs are higher for all disciplines and items across the board and the following list notes some of the key cost increases:

- General Requirement - \$330K (237%) higher than estimate (includes accommodations, LOA, etc)
- Earthworks - \$140K (97%) higher than estimate (includes bulk excavation, import gravel, etc.)
- Concrete - \$270K (40%) higher than estimate (imported from off-island)
- Electrical - \$479K (73%) higher than estimate
- Mechanical - \$400K (115%) higher than estimate (includes pumps, valves, piping, HVAC)

In general, the higher costs are indicative of escalating material and labour costs in every discipline. McElhanney has seen the prices of items increase monthly over several recent contracts. These costs also indicate that working on Pender is far more expensive than anticipated. Although much effort was taken to minimize the amount concrete, earthworks, and to minimize ferry traffic, the market reality is that material and labour is increasing rapidly. Getting labour and material to the island via the ferry is expensive especially with no gravel or concrete available on the island. Concrete costs alone came in at over \$3,500 per m<sup>3</sup>. This is twice what is experienced in more urban areas of BC, 40% more than remote areas on Vancouver Island.

The large spread in cost and duration between the two lower vs the high bidder could be indicative of the level of risk that some bidders may see with the project. However, this also may just be the demand that contractors are seeing now, and the high costs they are subject to and/or feel they can ask for.

McElhanney recently closed a design build bid with the City of Revelstoke where despite bidders being informed of the budget, and that the project could not proceed if over budget, all bidders came in over budget, some as much as 35%. In recent talks with our other Vancouver Island Branches, we have seen costs for civil projects in rural areas not only coming in over budget, but like this tender, having a wide margin between the low and the high bidder.

Although each PS is approximately 25% higher than the base estimate, they either fall within or are slightly lower than the high limit of the estimate. In general, the higher costs on these come from the electrical kiosks. The electrical market has been in turmoil for some time prices are incredibly hard to predict. In particular, we have seen cost increases (some as much as triple) for kiosk costs compared to prices seen in the summer of 2022. Our estimates were based on supplier pricing and estimates using previous tender results where available.

## 9. Cost Reduction

From experience, McElhanney does not believe that retendering this project will result in any cost reduction and often results in further cost escalation especially since, in this case, the low tenderer knows that the next tenderer's bid was about \$640,000 higher. As well material and labour costs continue to escalate, and the project has already been exposed to these escalating costs. Although some design



changes may result in some cost reduction, it is recommended that this be explored further with the contractor as Change Order credits should a contract be awarded.

With the prepurchase of the major mechanical components at the treatment plant, the main design is also constrained, as it basically builds around the equipment and cannot be reduced substantially but different materials can be explored. The design team and the CRD have spent a good deal of time refining and cutting back where possible through multiple design work shops.

Since the CRD has already purchased most of the major treatment plant equipment it is recommended to move forward with the WWTP upgrade. As such, the remaining option to lower costs such that the treatment plant upgrades can proceed would be reduce the pump stations scope of work. McElhanney has reviewed the priority of the pump stations, and it is noted that if the Canon PS is to be built, (to decommission Cannon WWTP), then the Schooner PS must be upgraded to meet the increased flows coming from Cannon. In addition, since standby generators were purchased for Galleon and Schooner Pump Stations, it is also recommended that these stations are upgraded. Therefore, the lowest priority pump stations that can be deferred without any impact to the system, include: Capstan, Buccaneers, and Masthead.

## 10. Recommendations

McElhanney recommends that the Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades tender be awarded to **Coast Utility Contracting Ltd**, subject to confirming the scope reduction of three pump stations from the contract. Coast's bid was found to be compliant, and they appear to have the required qualifications and experience.

Sincerely,  
Mitchell Hahn



Mitchell Hahn, P.Eng.  
[mhahn@mcelhanney.com](mailto:mhahn@mcelhanney.com)  
778-746-7407



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JWDC 21-08

**REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION  
MEETING OF TUESDAY, DECEMBER 7, 2021**

---

**SUBJECT     2022 Juan de Fuca Water Distribution Service Capital Plan Amendment**

**ISSUE SUMMARY**

It is proposed to amend the 2022 Capital Plan and adjust the budget for the following projects:

1. Project 20-06 – Sun River Reservoir Replacement
2. Project 20-07 – Goldstream AC Replacement
3. Project 23-01 – Tank 4 and McCallum Pump Station and Pump Station 7 and remaining Supply Main to Skirt Mountain Reservoir

**BACKGROUND**

On October 5, 2021, the Juan de Fuca (JDF) Water Distribution Commission (Commission) recommended to the Capital Regional District Board, approval of the 2022 Operating and Capital Budget and the Five Year Capital Plan. Since that time, tenders have closed on the Sun River Reservoir Replacement project with the lowest tender received being approximately 29% over budget despite the fact there were 8 bidders. Six bids were within 6% of the lowest tender. Given the competitive nature of the bids, staff feel that the budgets for the above referenced projects need to be increased to ensure adequate approved funding is available to award and complete the projects.

To better understand the volatility of the construction market, staff asked the two consultants delivering the three projects referenced above, Parsons and Stantec, to provide some bid analysis to determine construction market cost drivers in relation to the types of infrastructure projects the Capital Regional District (CRD) is delivering. They were also asked to query contractors and suppliers for their input. A summary of their responses follows:

- Construction inflation has far exceeded the general inflation reported for the region. While general inflation has been reported in the 4-5% range, construction inflation has increased in the 25-30% range for the type of projects the CRD is undertaking in the JDF service.
- The increase in construction inflation is split approximately 80% for materials and 20% for labour. Labour increases are mostly based on upward pressure on compensation due to competition in attracting staff, and the overall shortage of skilled labour. Some specific increases by component are:
  - Labour – 20%
  - Tank materials – 15%
  - Pipe - 40-50% (dependant on pipe material)
  - Fittings – 40%
  - Concrete – 15%
  - Electrical – 40%

Some of the drivers behind these increases include supply chain issues, shortage of materials due to high demand and lack of raw materials available for manufacturing. While the supply chain

issues may resolve in the near future, it is expected material availability will to continue to be an issue for some time. Senior levels of Government in both the United States and Canada have contributed to high demands with increased infrastructure spending. Volatility in pricing is expected to continue.

Given the preceding, the request for budget increases, by project, are as follows. A summary of proposed budget increases are included in Appendix A.

1. Project 20-06 – Sun River Reservoir Replacement (Sun River)
  - Original budget approved for 2022 was \$1.3 million, which included design and construction.
  - Funding is provided by \$1.1 million from JDF capital reserves, and \$200,000 from the Sun River developer.
  - Cost of construction was budgeted at \$1.1 million, however the tenders received a low bid of \$1,424,070 + GST.
  - As a result, the project is short by \$324,070 and requires additional funding.
  - To allow for contingency, staff are requesting to increase the budget by \$375,000 to \$1.675 million, which will be funded by \$1.475 million from JDF capital reserves and \$200,000 from the Sun River developer.
  - Tenders closed on November 2, 2021 and are awaiting award subject to funding approval.
2. Project 20-07 – Goldstream Asbestos Cement (AC) Replacement (Goldstream AC)
  - Original budget approved for 2022 was \$5.0 million which included design and construction.
  - Funding is provided entirely from JDF capital reserves.
  - Cost of construction was budgeted at \$4.2 million with the remaining budget of \$800,000 being engineering costs and staff time.
  - Cost escalation is expected to increase construction costs to \$5.0 million with an overall budget request of \$5.8 million for design and construction. This includes a contingency of 10%.
  - Tendering is expected to take place in December 2021.
3. Project 23-01 – Tank 4 and McCallum Pump Station, Pump Station 7 and remaining Supply Main to Skirt Mountain Reservoir (Skirt Mountain Improvements)
  - Original budget approved for 2022 was \$7.11 million which included design and construction.
  - Funding is provided entirely by the JDF Development Cost Charge (DCC) program.
  - Cost of construction was budgeted at \$6.54 million with the remaining budget of \$570,000 being engineering costs and staff time.
  - Cost escalation is expected to increase construction costs to \$8.54 million with an overall budget request of \$9.11 million for design and construction. This includes a contingency of 10%.
  - The Supply Main to Skirt Mountain Reservoir portion of the project was completed on budget in early 2021 by internal CRD staff. Tendering for the remainder of the project is expected to take place in December 2021.

**ALTERNATIVES***Alternative 1*

That the Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board, that the 2022 Juan de Fuca Water Distribution Service Capital Budget and Five Year Capital Plan be amended as shown in Appendix A.

*Alternative 2*

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

**IMPLICATIONS***Financial Implications*

Both the Sun River and the Goldstream AC projects are funded by capital reserves which are able to fund the increased budget requests. In addition, Sun River is also funded with a developer contribution.

The Skirt Mountain Improvements project is funded entirely with DCC program reserves which are available.

Should all three budget requests be approved, there is no expected impact to the 2022 approved water rates.

*Service Delivery Implications*

All three of the identified projects are instrumental with regards to system hydraulic performance, system resiliency, and the continued provision of potable water to the JDF service.

Project completion in the near future is critical to maintaining overall system performance.

Staff considered deferring the projects to a time in the future when construction costs are lower but given the information available, that is not expected soon.

**CONCLUSION**

Due to significant increases in the cost of labour and materials, capital budget increases are being requested to deliver the Sun River, Goldstream and Skirt Mountain projects in 2022. Adequate funding is available for the proposed budget amendments associated with all three projects and there is no expected impact to the 2022 approved water rates.

**RECOMMENDATION**

That the Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board, that the 2022 Juan de Fuca Water Distribution Service Capital Budget and Five Year Capital Plan be amended as shown in Appendix A.

Submitted by:	Ian Jesney, P.Eng., Senior Manager, Infrastructure Engineering
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT**

Appendix A: Proposed Amendment to the 2022 Juan de Fuca Water Distribution Service Capital Plan

## APPENDIX A

**PROPOSED AMENDMENT TO THE  
2022 JUAN DE FUCA WATER DISTRIBUTION SERVICE CAPITAL PLAN**

<b>Project</b>	<b>Current 2022 Budget</b>	<b>Proposed Increase \$</b>	<b>Proposed Increase %</b>	<b>Amended 2022 Budget</b>
<b>Project 20-06</b> Sun River Reservoir Replacement	\$1.3 million	\$375,000	29%	\$1.675 million
<b>Project 20-07</b> Goldstream AC Replacement	\$5.0 million	\$800,000	16%	\$5.8 million
<b>Project 23-01</b> Tank 4, McCallum Pump Station, Pump Station 7, Supply Main to Skirt Mountain Reservoir	\$7.11 million	\$2.0 million	28%	\$9.11 million



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**REPORT TO EMERGENCY MANAGEMENT COMMITTEE  
MEETING OF MONDAY, MARCH 13, 2023**

**SUBJECT    2023 CRD Emergency Procedures for Board Members**

**ISSUE SUMMARY**

The Capital Regional District (CRD) Board members are identified as the Policy Group in the CRD Corporate Emergency Plan with responsibility for specific duties during an emergency. The CRD Emergency Procedures for Board Members handbook provides a quick guide to the CRD Emergency Programs and expectations for Policy Group members during an emergency.

**BACKGROUND**

Consistent with the requirements of the *Emergency Program Act* and CRD Bylaw No. 3447, the CRD has adopted the CRD Corporate Emergency Plan. This plan identifies the CRD Board as the CRD Emergency Operations Centre (EOC) Policy Group. This Policy Group will be activated when an emergency incident or event requires, or has the strong potential to require, policy direction for the EOC.

The attached CRD Emergency Procedures for Board Members handbook provides a reference for the Board Directors to guide their actions if the Policy Group is activated in support of an emergency impacting the Electoral Areas of the CRD.

**IMPLICATIONS**

*Alignment with Existing Plans & Strategies*

The 2023 CRD Emergency Procedures for Board Members handbooks aligns with the Board approved Corporate Emergency Plan and CRD Bylaw No. 3447.

**CONCLUSION**

The CRD Emergency Procedures for Board Members handbook provides a reference to CRD Board members as guidance in support of their role as the Policy Group if activated during an emergency.

**RECOMMENDATION**

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

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: 2023 CRD Emergency Procedures for Board Members



Making a difference...together

**Capital Regional District**

**Emergency Procedures for Board Members**



**Excerpt from the CRD Corporate Emergency Plan**

**January 2023**

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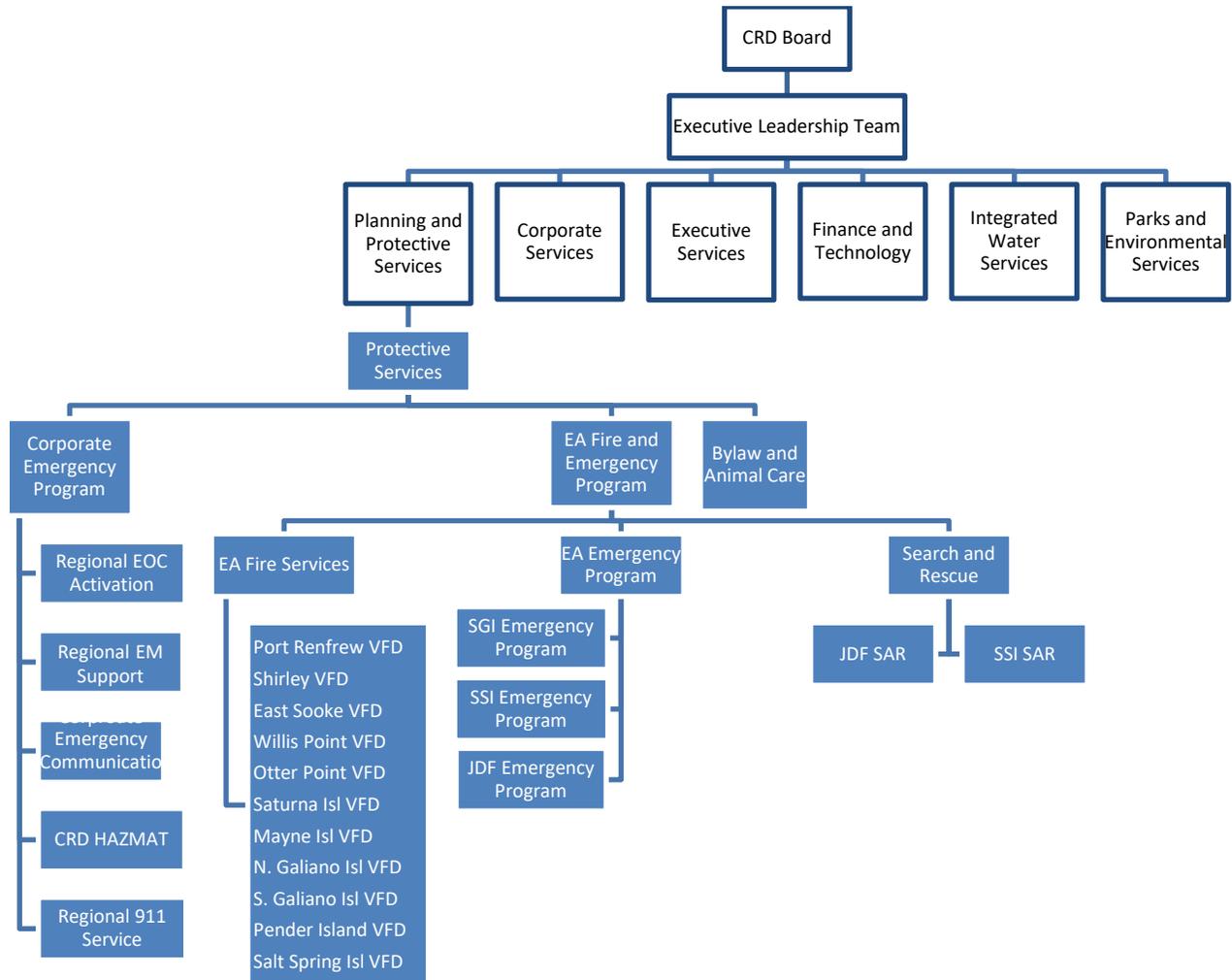
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# Overview of CRD Emergency Programs

## Corporate Emergency Program and Electoral Area Fire and Emergency Program



## Corporate Emergency Program

### Business as Usual

Workplace incidents are a regular occurrence across the Capital Regional District’s (CRD) many services and processes are in place to prevent, mitigate, and respond to any situation that may arise. The Incident Spill Response Reporting Protocol is a policy in place to ensure that all workplace incidents are escalated to the appropriate personnel for immediate response. The Corporate Emergency Program supports and facilitates the response to daily incidents that are part of business as usual for the CRD. This can include incidents that are naturally occurring, accidental, or human caused and may have a variety of impacts from minor to significant. A business as usual incident may deteriorate into a larger emergency that will require an escalation of site level response and require coordination at a departmental, corporate, or regional level.

**Before an Emergency**

Protective Services work with all operational services to conduct a hazard assessment and ensure they are prepared to respond to any minor or major incidents and incorporates their response into the CRD's Incident Command System framework.

**During an Emergency**

During an emergency the CRD will activate the Emergency Operation Centre (EOC) to coordinate the regional response, advise and direct the Electoral Area (EA) Branches and Department Operation Centres (DOCs). The initial activation of the EOC will be initiated by the Emergency Manager and will draw upon trained personnel from all departments to staff the response.

**Emergency Manager**

The CRD Emergency Manager is appointed by the Board to facilitate emergency preparedness, response, and recovery measures. The Senior Manager of Protective Services and the Manager of Electoral Area Fire Services and Emergency Programs are appointed as the Emergency Manager and Deputy Emergency Manager respectively as per Bylaw 3447 Section 2.7.

**Duty Officer**

The Protective Services Division has an on-call duty officer program. The aim of this program is to ensure a single 24/7 point of contact both into the CRD as well as out into the EAs and CRD operations within member municipalities. The CRD Emergency Duty Officer provides timely communication of significant incidents and events, as well as support as required, to CRD Board and Executive, CRD operational divisions, CRD supported EAs and municipalities, Emergency Management BC (EMBC), and other key stakeholders. The Duty Officer will always be supported by a Board designated Emergency Manager.

- The Duty Officer provides a single 24/7 access point into the CRD for emergencies. The Duty Officer can facilitate contacts within the CRD and with external partners to find and engage the required resource(s) and/or to assist with response during incidents working with on duty Corporate Communications staff and the Emergency Manager as required.
- The Duty Officer, with support from an Emergency Manager and other CRD staff as required, will augment staffing to support operational departments during incidents and emergencies to allow operational staff the ability to focus on the event. The Duty Officer will assist the department with incident management structure and administrative support as required.

The Duty Officer is available via phone 24/7 at **250-360-3223**.

## Electoral Area

### Business as Usual

The EA Emergency Program Coordinator (EPC) is responsible to support the planning, preparation, response, and recovery of their EA as outlined in the *Emergency Program Act*. The EPC is a contractor who lives in their EA and is overseen and supported by Protective Services' Manager of Fire and Emergency Programs and Electoral Area Emergency Services Coordinator.

### Before an Emergency

The EPC, their deputies, and program volunteers are essential to provide initial situational awareness for approaching hazards, emerging local emergencies, and potential threats. The EPCs report in to the CRD Duty Officer in the event of any potential issue.

### During an Emergency

During an emergency the EA EPC will hold the position of Branch Coordinator of the EA Branch within the CRD EOC. The EPC, within an emergency, is responsible for timely and accurate relaying of information to the CRD Corporate EOC and to the site. They are also responsible for supporting the site and the public with Emergency Support Services (ESS) and Emergency Communication Services in their EA during an emergency.

## CRD Emergency Response EOC Structure

### Policy Group

The CRD Board is the Policy Group who will be activated when an emergency incident or event requires or has the strong potential to require policy direction for the EOC or the need for a declaration of a state of local emergency.

See Appendix A for additional information.

### CRD Spokesperson

In general, at the discretion of the Chair, the Director(s) for the impacted EA(s) may be appointed to act as the spokesperson for their local area during an event. The Chair may also appoint a spokesperson on behalf of the Board for the event. This spokesperson may be the Chair, a Board Director, or an appropriate CRD staff member.

See Appendix A for additional information.

### General Manager (GM) Advisory Group

Consistent with the requirements of the *Emergency Program Act*, the CRD has adopted the CRD Corporate Emergency Plan. This plan provides for a specific role of a GM Advisory Group consisting of the Chief Administrative Officer (CAO) and GMs of the CRD. This group will be activated when an emergency incident or event requires or has the strong potential to require strategic direction for the CRD EOC or has the potential to have significant impact on multiple areas of the organization.

See Appendix C for additional information.

## **CRD Corporate EOC**

The CRD Corporate EOC supports the EAs and CRD departments by providing policy direction and resource support. EA Branches or DOCs may be opened to provide more direct communication or operational support to the incident but will always work under the overall policy direction of the CRD EOC. The EOC will develop a situation report to be distributed to the GMs Advisory Group, Policy Group, DOCs, EA Branches, and relevant stakeholders (E.g., EMBC) after each operational period during an emergency.

The authority to activate an EOC is granted under Bylaw 3447 “Capital Regional District Emergency Management Bylaw No. 1, 2007”, the CRD’s Emergency Plan may only be implemented by the Board, the Board Chairperson, the CAO or the Emergency Manager.

### **Activation Process**

1. Duty Officer or Emergency Manager is notified
2. EMBC to be notified by phone, and provided with a CRD EOC key contact, call back number and nature/location of event
3. CRD EOC Notice of Opening to be completed and e-mailed to EMBC’s Provincial Regional EOC and e-mailed to the CRD Emergency Distribution List:
  - a. CAO
  - b. Department Heads
  - c. Board Chair and all EA Directors
  - d. HR, Communications, Legislative Services, EA Administrations
  - e. Protective Services Staff and EA EPCs
  - f. Corporate Communications, Risk Management, Occupational Health and Safety (OHS)

## **EOC Spokesperson**

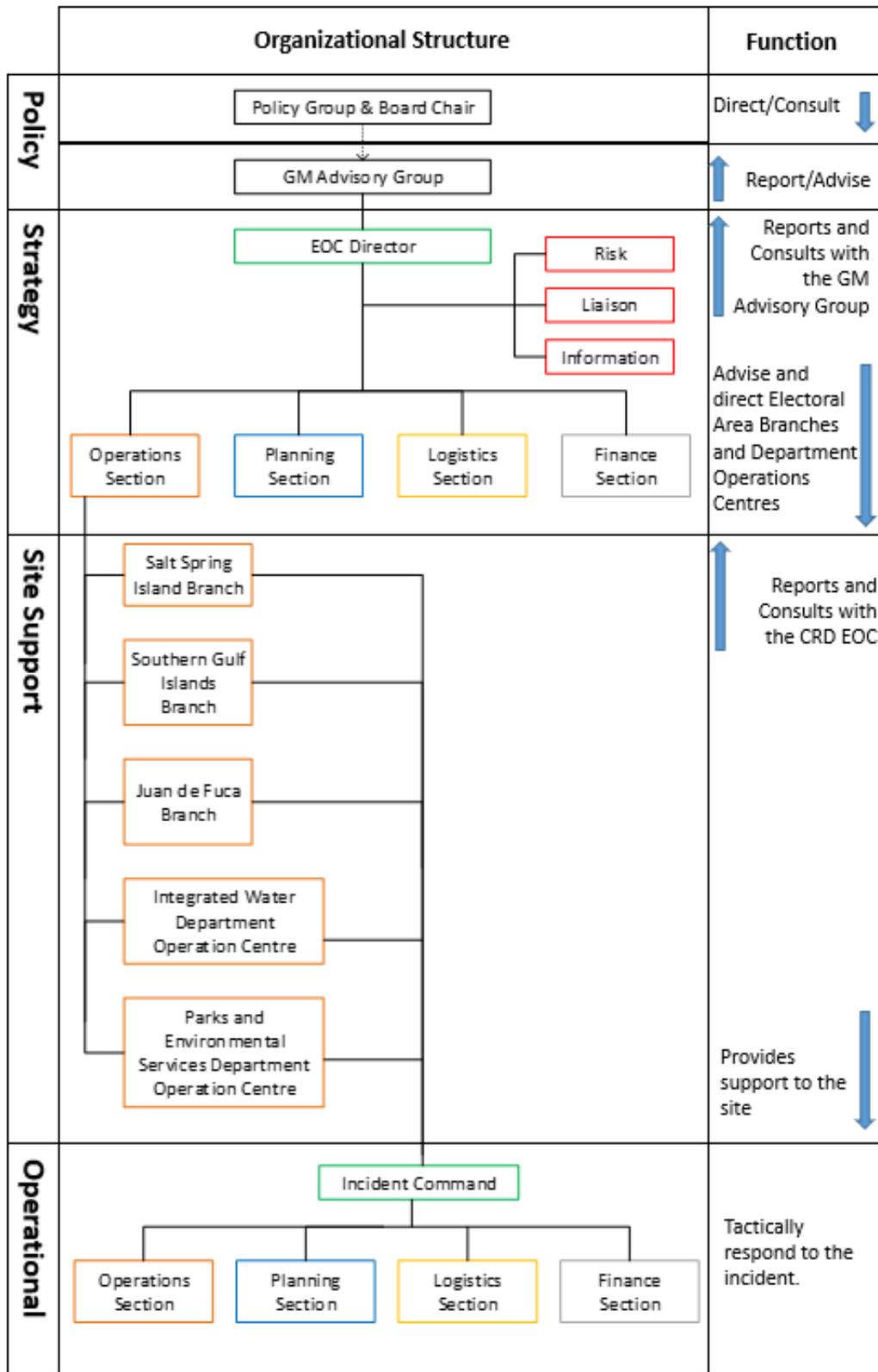
The EOC Director will act as the spokesperson for the EOC and will be supported by a CRD Corporate Communications Information Officer during an EOC activation. The EA Director may be designated to be the spokesperson for their region during an emergency.

## **Electoral Areas Branch**

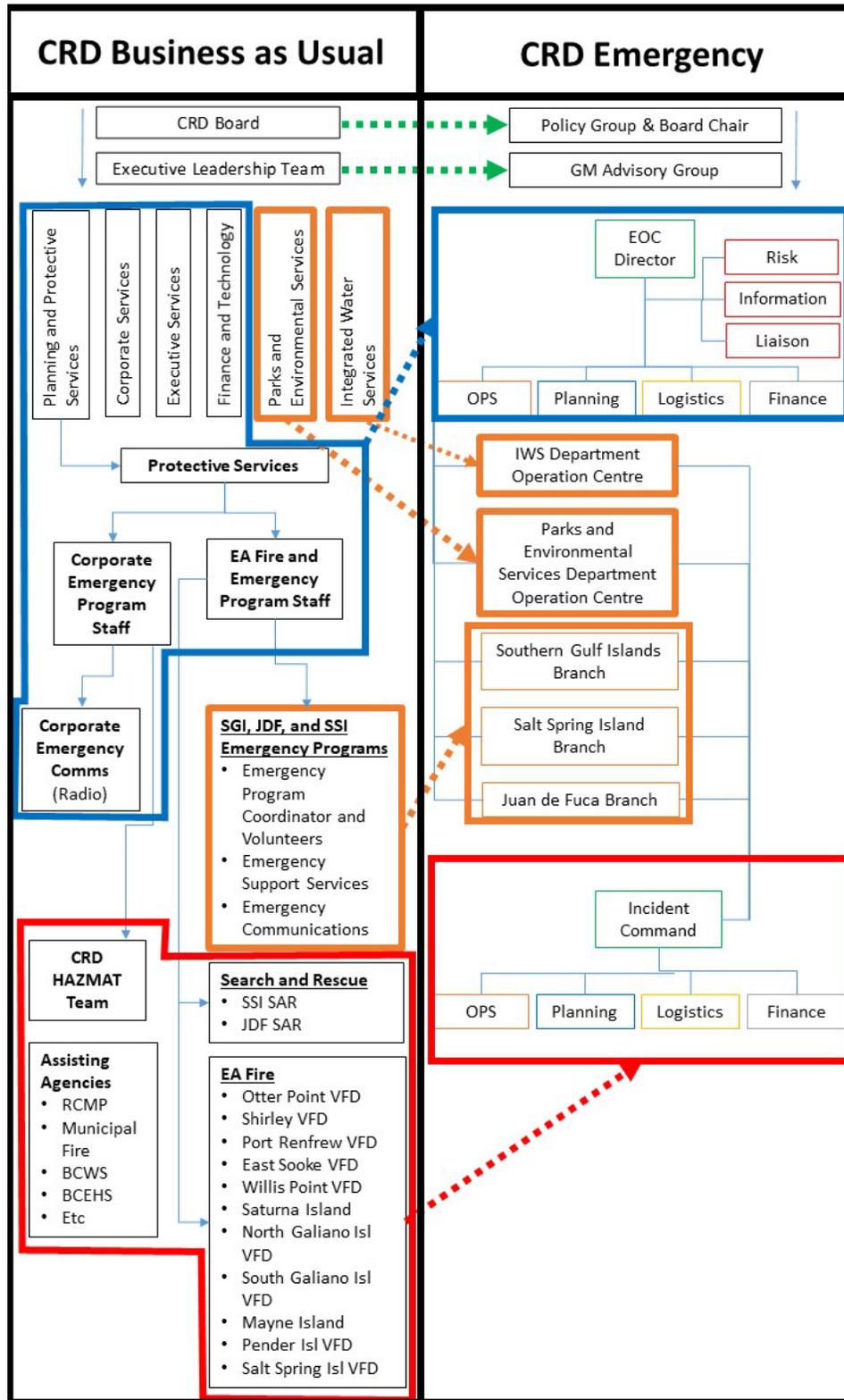
An EA Branch may be activated when a significant event, actual or potential occurs that affects, or could affect the physical, social, economic, or environment systems of an EA that exceeds or is likely to exceed the response capacity of the responding agencies (i.e., police, fire, ambulance). The decision for activating an EA Branch is made by the EA Coordinator or their designated alternate in conjunction with the CRD Duty Officer as the CRD EOC will also always activate to provide support and policy direction.

Both CRD Emergency Manager and CAO have authority to activate an EA Branch as well. Within the CRD an EA Branch may be activated for each of the Juan de Fuca (JDF), Southern Gulf Islands (SGI), or Salt Spring Island (SSI) EAs as required by the Incident Commander at the site of an event. Situations warranting a report occur when an event has the potential to or exceeds the response capacity of the responding agencies. The CRD Emergency Manager will coordinate with the EA EPC to decide if the EA Branch should be activated.

## CRD Emergency Operation Center Structure and Function



# CRD Business as Usual vs Emergency Diagram



## Notification Process

In general, these notifications will be made to the CRD Emergency Program, who will then be responsible for activating the emergency response structure.

### Incident and Spill Reporting Protocol

This protocol is designed to ensure effective corporate notification and awareness in the event of an incident or reportable spill caused by or impacting CRD operations. The CRD has the responsibility to effectively respond to incidents and comply with provincial regulations with respect to the reporting of substance spills that meet provincial notification criteria.

While most of these incidents or spills have minimal impact on operations or property, there are often impacts and regulatory requirements generated which may require additional awareness or action by other divisions within the corporation beyond that anticipated by operational departments. Some incidents may require the activation of an EA Branch, DOC, and the CRD EOC. Specifically, the Corporate Communications, OHS, Risk Management, and Protective Services divisions require notification during these events so initial corporate mitigation actions and notifications can be initiated to stay ahead of any potential crisis.

Incidents that have the potential for the following impacts will be escalated to the attention of the CAO through the Duty Officer and if necessary, the EOC will be activated to monitor or respond to the situation.

- Loss of use or significant damage to CRD or public property
- Environmental damage
- Significant public or worker health and safety concerns
- Media attention
- Economic impacts
- Reputational damage

Once the EOC is activated members of the Policy Group will be notified of the activation and may receive instructions to meet for a Policy Group meeting if the nature of the event requires it.

See Appendix E for CRD Incident and Spill Reporting Protocol.

### Notification of Information Officer

For any event that will or may require public communications, the Information Officer position will be filled immediately by calling Corporate Communications on-call duty officer. This process is accomplished through the Incident Spill Reporting Protocol or by direct contact by the Duty Officer.

**CRD Emergency Management Software**

The Policy Group and General Managers Advisory Group will have access to the Internal Emergency Management Dashboard which will be updated by the EOC staff to provide current situational awareness to decision makers within the CRD and critical external agencies during significant EOC activations.

<https://canada.guardianims.com/crdinternaldashboard>

The screenshot displays the CRD Internal Dashboard interface. At the top left is the CRD logo with the tagline "Making a difference...together". The top right corner features the title "Internal Dashboard". Below the header is a navigation bar with four main sections, each with a zero count and a "Published on" timestamp:

- Emergency Alerts:** 0 alerts, published on 14/12/2022 10:13.
- Road Conditions:** 0 conditions, published on 14/12/2022 10:13.
- Weather Warnings:** 0 warnings, published on 14/12/2022 09:14.
- ICS Mapping:** 0 mapping, published on 14/12/2022 10:13.

The central part of the dashboard is a map of the Capital Regional District area, including locations like Delta, White Rock, Ladysmith, North Cowichan, Duncan, Saanich, Victoria, and others. A search bar is located in the top right of the map area. A dropdown menu is open over the map, listing options: Incident, Road Status, Traffic Cameras, and ICS Mapping.

At the bottom of the dashboard is a grid of 12 teal buttons, each with an icon and a label:

- Emergency Contacts
- BC Hydro Outages
- Wildfire Notification BC Wildfire Service
- Road Conditions Drive BC
- Register for CRD PANS
- PEASI Alerts
- Emergency Info
- Emergency Management
- Waste Management
- Helpful Contacts
- Animals/Pets
- Be Prepared

# Appendix A: CRD Emergency Procedure: Role of the CRD Board Chair

## Roles and Responsibilities

### Situational Awareness

As part of the CRD Emergency Distribution List, the CRD Board Chair will be made aware of any event that escalates beyond routine emergency response that requires any level of support from the CRD Emergency Program.

This information is provided to the Chair to ensure situational awareness of any ongoing or imminent incidents or events. Most events require little if any action to be taken but the situation report is still provided on an informational basis. If an incident has a strong potential to escalate and require more significant actions and/or a release of public information, regular situational reports will provide an update as to the status of the event.

### Appoint a Spokesperson

In general, at the discretion of the Chair, the Director(s) for the impacted EA(s) may be appointed to act as the spokesperson for their local area during an event. The Chair may also appoint a spokesperson on behalf of the Board for the event. This spokesperson may be the Chair, a Board Director, or an appropriate CRD staff member.

### Declaring a State of Emergency

During an emergency or event, the CRD Regional Board represents the local authority for the three EAs under the *Emergency Program Act*. As head of the local authority the Chair has responsibilities under the *Act* to endeavour to convene the Board for policy decisions such as issuing a resolution for *Declaring a State of Local Emergency* or if unable to convene the Board, to order a *Declaration of a State of Local Emergency*.

The decision to issue a resolution or to order a *Declaration of a State of Local Emergency* will be informed by situational reports from the CRD EOC presented by the CAO or designate.

### Convening the Policy Group

If a CRD Board Policy decision is required, such as declaring a state of local emergency, the Chair shall activate the *CRD Emergency Procedure for Policy Group Activation* (Appendix B).

### Communication with other levels of Government

The Chair is listed as the primary elected official contact for the CRD and may be contacted directly by provincial or federal elected officials.

### Contacting the EOC

Direct contact to the CRD Emergency Manager during an event can be made via the local emergency program or via the CRD CAO or designate.

## Appendix B: CRD Emergency Procedure: Policy Group Activation

### Policy Group Defined

Consistent with the requirements of the *Emergency Program Act*, the CRD has adopted the CRD Corporate Emergency Plan. This plan identifies the CRD EOC Policy Group as the CRD Board. This Policy Group will be activated when an emergency incident or event requires or has the strong potential to require policy direction for the EOC.

In the event the situation requires a Declaration of a State of Emergency to be put in place within any part of the EAs, the *Act* requires the Board Chair to convene the Board to pass a resolution supporting the declaration.

If the Chair is not reasonably able to convene a quorum of the Board, the Chair may issue an order to have the declaration put in place (*CRD Emergency Procedure: Role of the Board Chair*) (*CRD Emergency Protocol: Declaring a State of Local Emergency*).

### Policy Group Activation

1. The Chair, through input with the CAO or the Emergency Manager, will determine if the event requires the Policy Group to be activated.
2. All Board members will then be immediately notified of the Policy Group Activation by the following methods:
  - An e-mail to all Board members outlining:
    - a) The event or incident type
    - b) The area impacted
    - c) The location for the Policy Group meeting
    - d) The time of the Policy Group meeting
  - A direct phone call to all Directors, unless a response to the e-mail has been received.
3. If the Board is unable to meet as a quorum, the Board Chair will act as the Policy Group until such time as the Board can convene.

### Policy Group Spokesperson

The Policy Group will select a spokesperson to be available to the EOC Information Officer for release of public information.

### Background

The following list of people (CRD Emergency Distribution List) will automatically receive updates during an emergency incident or event:

- CRD Board Chair
- Electoral Area Directors
- CAO

- CRD Department Heads (GMs)
- The CRD Emergency Program Duty Officers
- Senior Manager, Corporate Communications
- Senior Manager, Human Resources
- Senior Manager, Legislative Services
- Senior Manager, SSI Administration
- Senior Manager, SGI Administration and Real Estate
- Senior Manager, JDF Local Area Services
- Manager, Risk and Insurance
- Manager, Corporate OHS
- Protective Services Division Staff
- Other key staff or stakeholders may be added during an event as appropriate

As most incidents are routine and handled operationally, the Policy Group is not activated unless a situation escalates requiring a policy decision or has a strong potential to escalate to a situation requiring policy direction. This includes the potential for declaring a state of emergency (*CRD Emergency Procedure: Declaring a State of Emergency*).

Examples of policy decisions requiring direction from the Policy Group include:

1. Setting expenditure limits for significant events
2. Formal requests of support from other levels of government
3. Declaration of a State of Emergency
4. Public Information Release and/or Statements

### Relevant Legislation

#### Emergency Program Act

The *Emergency Program Act* identifies that:

1. A local authority means [Sec. 1]:
  - a) for a municipality, the municipal council,
  - b) for an electoral area in a regional district, the board of the regional district, or
  - c) if agreed to, the superintendent of a national park.
2. Municipalities, EAs and national parks are termed jurisdictional areas in the *Act* [Sec. 1]. Each local authority has responsibilities under the *Act* for its jurisdictional area [Sec. 1(2)].
3. A local authority is at all times responsible for the direction and control of the local authority's emergency response, except in a few situations [Sec. 6(1)]. These are:
  - a) if local emergency plans conflict with provincial emergency plans [Sec. 8(2)],
  - b) when the Solicitor General orders a local authority to stop using any or all of its powers in a state of local emergency [Sec. 13(2)], or
  - c) when a state of emergency is declared for the same area covered by a state of local emergency [Sec. 14(3)].

4. A local authority must prepare emergency plans respecting preparation for, response to, and recovery from emergencies and disasters [Sec. 6(2)].
5. A local authority must establish and maintain an emergency management organization and may appoint a coordinator for the organization and may set up committees. A local authority may, in writing, delegate any of its powers and duties under the Act to the committees, emergency management organization or coordinator except the power to declare a state of local emergency [Sec. 6(3&4)].\*\*

\*\*Originated from "A Guide to the Emergency Program Act" EMBC. February 2005

Therefore, the CRD Board is the Local Authority for the three EAs (JDF, SGI, and SSI).

As such the Board is required to:

1. have an emergency plan
  - *The CRD maintains a CRD Corporate Emergency Plan approved by the Board, as well as:*
    - a) *A plan for each of the three electoral areas;*
    - b) *A plan for operational departments that require one (for example the drinking water supply); and*
    - c) *Protocols and procedures to respond to known risks and hazards.*
2. have an emergency management organization
  - *The CRD Emergency Management Bylaw (3447) sets out the Emergency Management Committee (EMC) which consists of the three EA Directors, the CAO, all Department Heads and the Emergency Manager.*
  - *The EMC reviews and makes recommendations on the plan for approval by the Board.*
3. Appoint an emergency coordinator
  - *The CRD appoints:*
    - *an Emergency Manager, and*
    - *a Deputy Emergency Manager*

CRD Emergency Management Bylaw (3447)

The CRD Emergency Management Bylaw outlines the Emergency Management Organization for the CRD, which consists of an Emergency Management Committee (appointed by the Board) and an inter-departmental Emergency Coordinating Committee (appointed by the CAO).

## Appendix C: CRD Emergency Procedure: Activation and Role of the GM Advisory Group

### GM Advisory Group Defined

Consistent with the requirements of the *Emergency Program Act*, the CRD has adopted the CRD Corporate Emergency Plan. This plan provides for a specific role of a GM Advisory Group consisting of the CAO and GMs of the CRD. This group will be activated when an emergency incident or event requires or has the strong potential to require operational direction for the CRD EOC or has the potential to have significant impact on multiple areas of the organization.

### Role of the GM Advisory Group

The role of the GM Advisory Group is to:

- provide operational direction to the EOC if the event impacts multiple areas of the CRD;
- ensure all departmental requirements are met, and appropriate stakeholders are informed or included;
- provide a gateway to determining when or if a policy decision is required that would necessitate activation of the Policy Group (see Activation of the Policy Group on page 6);
- to assist in providing the Board appropriate context in which to provide policy direction; and
- support the CAO in decision making that impacts the CRD.

### GM Advisory Group Activation

1. The GM Advisory Group is part of the CRD Emergency Distribution List and will be notified of any event requiring activation of the CRD Emergency Plan (Duty Officer on page 5) and will receive all situational updates as the event progresses.
2. The GM Advisory Group will be activated when an incident or event escalates to a point that decisions or advice from the GM Advisory Group is required or will provide benefit to the CRD's EOC.
3. The GM Advisory Group can be activated by the EOC Director, the CRD Board Chair, the CAO or any General Manager, or the designate of those listed.
4. It is up to the discretion of the GM Advisory Group to determine a meeting location, either in person or virtually through electronic means.

### GM Advisory Group Spokesperson

The GM Advisory Group may select a spokesperson to be available to the EOC Information Officer for release of public information, in accordance with CRD Procedures and/or direction of the CRD Board Chair.

## Appendix D: CRD Emergency Procedure: Declaration of a State of Emergency

### What is a Declaration of a State of Local Emergency?

This is a temporary emergency authority measure authorized by the *Emergency Program Act*. A Declaration of a State of Local Emergency must be initiated by either a local government bylaw or order and is valid for a period of seven days.

### Why Would a Local Authority Declare a State of Local Emergency?

A local authority would declare a state of local emergency when an emergency or disaster (as defined in the *Emergency Program Act*) within its jurisdiction requires access to the extraordinary emergency powers of the *Emergency Program Act*.

Emergency powers available to the local authorities through the legislation are as follows:

- acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
- authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster;
- control or prohibit travel to or from any area of British Columbia;
- provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia;
- cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property;
- authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the Minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
- cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the Minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster;
- construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster; and
- procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of emergency.

Note(s): The emergency powers are written from the provincial perspective. They are applicable to the local authority with the restrictions outlined in section 12(1) of the *Act* that limits the scope of the emergency powers to the local authority jurisdictional area.

The Minister, as part of the provincial oversight, may order the local authority to refrain or desist from using any one or more of the emergency powers listed above. These powers infringe on civil liberties of citizens and should only be drawn upon by local authorities when no other options are available to protect the community.

The most frequently cited reason to declare a state of local emergency is to facilitate the mandatory evacuation of people and livestock, or the need to access private property when public safety is threatened.

### When is a Declaration of a State of Local Emergency NOT Required?

A declaration is not required:

- to implement part or all of a local emergency response plan, as long as access to emergency powers are not required;
- to gain liability protection under the *Emergency Program Act*;
- to issue evacuation alerts;
- to recover eligible response costs; and
- to qualify for eligible disaster financial assistance under the *Emergency Program Act*.

### Evacuation Authority

As the local authority for the JDF, SGI, and SSI EAs, the CRD is responsible for ordering evacuations to save lives and ensure public safety. This power is granted under section 12(1) of the *Emergency Program Act* through a declaration of Local State of Emergency by the CRD Board or Board Chairperson. In reference to the CRD concept of operations in Chapter 6 of the Corporate Emergency Plan this type of evacuation happens at the site support level. Under urgent circumstances however, several statutes within provincial legislation also allow evacuations to be ordered at the emergency site level. Emergency site level evacuations are commonly referred to as tactical evacuations. A detailed list of provincial statutes under which provincial authorities can order evacuations is provided in Tab 12 of the Corporate Emergency Plan.

#### ***Evacuations (Site Support Level) vs. Tactical Evacuations (Emergency Site Level)***

Evacuations ordered at the site support level for the CRD are made by the Emergency Manager through powers granted under a declaration of state of local emergency. Tactical evacuations however, are ordered by the Incident Commander (depending on the situation) at the emergency site level. The Fire Commissioner for example can order a tactical evacuation due to serious danger to life or property arising from fire or risk of explosion under the *Fire Services Act*. Tactical evacuations do not require a declaration of state of local emergency.

## Evacuation Stages

The CRD follows the three stage evacuation process approved by the provincial Interagency Emergency Preparedness Council (IEPC) for hazards which permit adequate warning and preparation time. Within the CRD, examples of these potential events include approaching wildfires and floods. The three evacuation stages include:

**Evacuation Alert (No Declaration Required):** A warning is issued about an imminent threat to life and property and people are directed to prepare themselves to be able to leave on short notice. During an evacuation alert people may choose to voluntarily evacuate an area before an order is made.

**Evacuation Order (Declaration Required):** The EOC's decision to evacuate is based on the imminent risk to the population presented by the hazard. Once an evacuation order is issued and people must leave the area immediately. Local RCMP will enforce the evacuation order.

**Evacuation Rescind:** An evacuation order or alert is rescinded when it is determined to be safe for residents to return home. An evacuation order may be reinstated if a threat returns.

## Corporate Responsibility

This plan intentionally focuses on the site support responsibilities of the CRD to facilitate flexibility of response at the emergency site level. In regard to evacuation, it is the responsibility of the CRD to issue an evacuation alert/order and support the evacuation effort through the local community. Determination of the need for evacuation should be based on information collected from the Incident Commander and/or a subject matter expert. Before an evacuation order is issued it is the responsibility of the EOC Director to carefully consider all the factors involved, with public safety being paramount.

If the event occurs to a CRD owned asset or critical infrastructure, but resides within a municipal jurisdiction, the decision to Declare a State of Emergency is not within the authority of the CRD but is the responsibility of that impacted municipal jurisdiction.

## Appendix E: CRD Incident and Spill Reporting Protocol

December 10, 2020

### Purpose

This protocol is designed to ensure effective corporate notification and awareness in the event of an incident or reportable spill caused by or impacting CRD operations.

### Discussion

The CRD has the responsibility to effectively respond to incidents and comply with provincial regulations with respect to the reporting of substance spills that meet provincial notification criteria. While most of these incidents or spills have minimal impact on operations or property, there are often impacts and regulatory requirements generated which may require additional awareness or action by other divisions within the corporation beyond that anticipated by operational departments. Specifically, the Corporate Communications, OHS, Risk Management, and Protective Services divisions require notification during these events so additional corporate mitigation actions and notifications can be initiated. The reporting criteria below may be revised going forward based on experience gained.

### Incident and Spill Reporting Criteria

The rationale behind this notification protocol is to achieve a standardized approach to incident and spill reporting internally and to minimize the ambiguity of reporting criteria that currently exists.

**Incident or Spill Level 1** – Incidents could include but are not limited to fires, watermain breaks, equipment failure, minor damage to facilities, and minor emergency events (loss of access to facilities, threats, accidents, etc.) Applicable spills are those that meet provincial reporting criteria but have no environmental, public/worker health, or societal impacts anticipated as noted in the Level 2 notification criteria below.

Notifications:	Corporate Communications	<a href="mailto:media@crd.bc.ca">media@crd.bc.ca</a>
	Corporate OSH	<a href="mailto:safetyreports@crd.bc.ca">safetyreports@crd.bc.ca</a>
	Protective Services	<a href="mailto:eocreports@crd.bc.ca">eocreports@crd.bc.ca</a>
	Risk Management	<a href="mailto:riskmanagement@crd.bc.ca">riskmanagement@crd.bc.ca</a>

**Incident or Spill Level 2** – These are incidents and spills as noted above and have the potential for:

- Environmental damage
- Significant public or worker health and safety concerns
- Media attention
- Loss of use or significant damage to CRD or public property
- Economic impacts
- Reputational damage

Notifications: same email notifications as Level 1 incidents with additional phone call to the **CRD Duty Emergency Manager** at **250 360-3223**. The Duty Emergency Manager will contact the CAO or designate directly and initiate additional corporate notifications as required to support the incident response.

## Appendix F: Bylaw No. 3442

### CAPITAL REGIONAL DISTRICT BYLAW NO. 3447

\*\*\*\*\*

#### A BYLAW TO ESTABLISH THE OPERATION AND ADMINISTRATION OF THE CAPITAL REGIONAL DISTRICT EMERGENCY PROGRAM SERVICE

\*\*\*\*\*

WHEREAS the Board of the Capital Regional District has adopted bylaws to establish a service of emergency programs under the *Emergency Program Act* for Salt Spring Island, Southern Gulf Islands and Juan de Fuca Electoral Area, under Bylaws Nos. 2737, 2953 and 3108 (the "Plan Area");

AND WHEREAS the Board of the Capital Regional District has, by Order in Council, dated January 13, 1993, been given power to provide emergency programs as an extended service under the *Emergency Program Act*

AND WHEREAS the Board of the Capital Regional District wishes to provide a comprehensive emergency management program to prepare for, respond to and recover from emergencies and disasters;

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

#### 1.0 Interpretation and Definitions

1.1 This Bylaw shall be construed in accordance with the *Emergency Program Act*, R.S.B.C. 1996, c. 111 and all regulations made thereunder.

1.2 In this Bylaw:

- (a) "Act" means the *Emergency Program Act* and any act of similar effect that replaces it;
- (b) "Board" means the Board of Directors of the Capital Regional District;
- (c) "Board Chairperson" means that member of the Capital Regional District Board elected Chair from time to time under the *Local Government Act* and includes the Vice Chair;
- (d) "Declaration of a state of local emergency" means a declaration under the *Emergency Program Act* that an emergency exists or is imminent in the Capital Regional District;

Bylaw No. 3447

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- (e) **"Disaster"** means a calamity that:
  - (i) is caused by accident, fire, explosion or technical failure or by the forces of nature; and
  - (ii) has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property.
- (f) **"Electoral Area Emergency Coordinator"** means the person appointed by the Board as the Local Deputy to the Emergency Manager;
- (g) **"Electoral Area Emergency Management Commission"** means an emergency management commission established by the Board for an electoral area;
- (h) **"Electoral Area Emergency Operations Committee"** means a committee established under section 2.6 to implement emergency response measures within an electoral area or part of an electoral area in the event of an emergency or disaster;
- (i) **"Electoral Areas"** means all of the lands within the Electoral Areas of Salt Spring Island, Southern Gulf Islands and Juan de Fuca;
- (j) **"Emergency"** means a present or imminent event that:
  - (i) is caused by accident, fire, explosion or technical failure or by the forces of nature; and
  - (ii) requires prompt coordination of action or special regulation of persons or property, to protect the health, safety or welfare of people to limit damage to property;
- (k) **"Emergency Coordinating Committee"** means the committee established under section 2.4 to provide advice to the Emergency Management Committee;
- (l) **"Emergency Management Committee"** means the committee established under section 2.1 to oversee and manage implementation of emergency preparedness, response and recovery measures;
- (m) **"Emergency Manager"** means the person appointed by the Board having responsibility for emergency management within the Plan Area;

(n) "Plan Area" means those lands that lie within the Electoral Areas.

**2.0 Administration**

2.1 An Emergency Management Committee is established as the emergency management organization for the Electoral Areas and consists of the following persons:

- (a) the Chief Administrative Officer or alternate person designated by the Chief Administrative Officer; and
- (b) the Emergency Manager or alternate appointed under section 2.7; and
- (c) heads of selected Capital Regional District departments or their alternates as appointed by the Board; and
- (d) Electoral Area Directors representing those parts of the Plan Area for which a local plan has been put into operation or where there exists a declaration of a state of local emergency; and
- (e) other members that the Board may from time to time determine necessary or advisable.

2.2 The Emergency Management Committee is authorized to prepare and present to the Board, for review and approval, plans respecting the preparation for, response to and recovery from emergencies and disasters, which include:

- (a) a periodic review and updating of plans and procedures for that review;
- (b) a program of emergency response exercise;
- (c) a training program;
- (d) procedures by which physical and financial emergency resources or assistance may be obtained;
- (e) procedures by which emergency plans are to be implemented;
- (f) warning procedures to those persons who may be harmed or suffer loss in an emergency or disaster;
- (g) procedures to coordinate the provision of food, clothing, shelter, transportation and medical assistance or service to victims of emergencies

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and disasters, whether that provision is made from within or outside of the Capital Regional District; and

- (h) procedures to establish the priorities for restoring essential services provided by the Capital Regional District, or recommend priorities to other service providers, that are interrupted during an emergency or disaster.

2.3 Subject to the approval of the Board, the Emergency Management Committee:

- (a) may make and amend its terms of reference, policies and procedures;
- (b) negotiate agreements with other governments, regional districts, municipalities, First Nations or other public authorities for the purpose of emergency assistance or the formulation of coordinated emergency preparedness, response or recovery;
- (c) negotiate agreements with individuals, bodies, corporations or other non-government organizations for the provision of goods or services;
- (d) report to Board; and
- (e) request and receive input and advice from Electoral Area Emergency Management Commissions, the Emergency Coordinating Committee and other persons or public authorities.

2.4 An Emergency Coordinating Committee is established and consists of the following persons:

- (a) the Emergency Manager;
- (b) heads of selected Capital Regional District departments as appointed by the Board; and
- (c) representatives of public authorities and public utilities as appointed by the Chief Administrative Officer.

2.5 The Emergency Coordinating Committee is authorized to review emergency plans and provide advice regarding the content of emergency plans and to provide advice to the Emergency Management Committee, Electoral Area Emergency Operations Committee or other persons as necessary in the event of an emergency.

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2.6 Electoral Area Emergency Operations Committee

Electoral Area Emergency Operations Committee(s) are established for each electoral area to implement emergency response and selected recovery measures in the event of an emergency or disaster and consists of the following persons:

- (a) the Emergency Manager or his or her alternate;
- (b) a person appointed by the Board as a local deputy to the Emergency Manager;
- (c) persons appointed by the Electoral Area Emergency Management Commission as representatives of organizations involved in electoral area emergency management response;
- (d) persons appointed by the Chief Administrative Officer as representatives of public authorities, and other persons or organizations that are able to assist with implementation of emergency response and selected recovery measures;
- (e) members of Regional District staff appointed by the Chief Administrative Officer.

2.7 An Emergency Manager and an alternate shall be appointed by the Board to facilitate emergency preparedness, response and recovery measures.

2.8 The Emergency Manager, or his or her alternate, or a local deputy to the Emergency Manager, shall be the Chair of the Electoral Area Emergency Operations Committees.

2.9 The local deputy appointed under section 2.6(b) shall report to the Emergency Manager.

**3.0 Powers and Functions of the Emergency Manager**

3.1 The Emergency Manager or alternate is authorized to:

- (a) organize and act as the coordinator of the Emergency Coordinating Committee;
- (b) advise the Emergency Coordinating Committee on all matters relating to the Plan;

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- (c) publish and maintain the Plan and to coordinate the development and involvement of emergency response organizations in the Plan;
- (d) establish and maintain in accordance with the Plan, an organization capable of implementing the Plan;
- (e) perform such activities as are required to assist the Provincial Emergency Program in the areas of training, research and analysis in relation to emergency and disaster activities where this is not inconsistent with Board bylaws or policy;
- (f) perform such other duties as may be assigned by the Board;
- (g) make recommendations to the Board for grants-in-aid to any emergency response organizations requiring assistance; and
- (h) is authorized to use any land or equipment or chattels belonging to the Board to further the Plan.

3.2 The Board may appoint an officer or employee as an alternate to the Emergency Manager. An alternate appointed under this section may exercise all the powers of the Emergency Manager under this Bylaw if the Emergency Manager is absent from the CRD or unable to act.

3.3 If as a result of an emergency, the Board is unable to meet to appoint an alternate under section 3.2, the alternate may be appointed by the Board Chairperson.

#### **4.0 Powers, Duties and Responsibilities of the Capital Regional District**

4.1 The Board may by resolution, or the Board Chairperson may by order, declare a state of local emergency for all or part of the Plan Area in accordance with section 12 of the Act where:

- (a) the Board or the Board Chairperson considers that an emergency exists or is imminent in the Plan Area; and
- (b) if the declaration is made by the Board Chairperson, he or she has complied with section 12(3) of the Act by using best efforts to obtain the consent of other members of the Regional Board. The Board, the Board Chairperson, the Chief Administrative Officer or the Emergency Manager may, whether or not a state of local emergency has been declared, cause the Plan to be implemented where the Board, the Board Chairperson, the

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Chief Administrative Officer, or the Emergency Manager is of the opinion that an emergency exists or appears imminent or a disaster has occurred or threatens in the Plan Area.

- 4.2 Upon a declaration of a state of local emergency being made, the Board or the Board Chairperson must, in accordance with sections 12(3) and (4) of the Act:
- (a) convene a meeting of the Board to assist in directing the response to the emergency;
  - (b) forward a copy of the declaration to the Minister; and
  - (c) cause the details of the declaration to be published by a means of communication that the Board or Board Chairperson considers most likely to make the contents of the declaration known to the majority of the population of the affected area.
- 4.3 The Board delegates to the Board Chairperson the power and duty and function of the Board as a local authority under section 13(1) of the Act and, in the absence or incapacity of the Board Chairperson (or Vice Chair), to the Emergency Management Committee Chair.
- 4.4 Under the Act in the case of a declaration of local emergency in respect of all or any part of the Plan Area, the Board Chairperson, the Vice Chair, the Chief Administrative Officer or the Emergency Manager may by order do one or more of the following:
- (a) implement any part or parts of the Emergency Plan;
  - (b) acquire or use any real or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
  - (c) authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster;
  - (d) control or prohibit travel to or from any part of the Plan Area;
  - (e) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in the Plan Area;

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- (f) cause the evacuation of persons and the removal of livestock, animals and personal property from any part of the Plan Area that is or may be affected by an emergency or disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property;
- (g) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
- (h) cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster;
- (i) construct works considered to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster;
- (j) procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of the Capital Regional District Electoral Areas for the duration of the local state of emergency.

4.5 In accordance with section 14 of the Act, the Board or Board Chairperson must, when of the opinion that an emergency no longer exists in the Plan Area to which a declaration of local state of emergency was made:

- (a) cancel the declaration of a state of local emergency in relation to that part:
  - (i) by bylaw or resolution, if cancellation is effected by the Board; or
  - (ii) by order, if the cancellation is effected by the Board Chairperson;  
and
- (b) promptly notify the Minister responsible for the Act of the cancellation of the declaration of a state of local emergency.

## 5.0 Conflict

5.1 In the case of a conflict between the Act and this Bylaw, the Act prevails.

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**6.0 Liability**

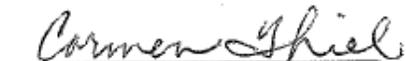
6.1 The liability of persons acting under the authority of the Act pursuant to this Bylaw is governed by section 18 of the Act.

**7.0 Citation**

7.1 This Bylaw may be cited as "Capital Regional District Emergency Management Bylaw No. 1, 2007".

READ A FIRST TIME THIS	8th	day of	August	2007.
READ A SECOND TIME THIS	8th	day of	August	2007.
READ A THIRD TIME THIS	8th	day of	August	2007.
ADOPTED THIS	8th	day of	August	2007.

  
Chair

  
Corporate Secretary



Making a difference...together

## REPORT TO EMERGENCY MANAGEMENT COMMITTEE MEETING OF MONDAY, MARCH 13, 2023

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**SUBJECT**     *Emergency Program Act Modernization Update*

### **ISSUE SUMMARY**

The Province of British Columbia (BC) is in the process of modernizing the *Emergency Program Act (EPA)* and associated legislation. The proposed changes to the *EPA* will have significant impact on the way local authorities and critical infrastructure operators approach emergency preparedness and planning going forward. The updated *EPA* is expected to be released in April 2023 followed by the associated regulations in the following year.

### **BACKGROUND**

The *EPA* forms the legislative framework for the management of disasters and emergencies in BC. It outlines the responsibilities of local governments, provincial authorities and crown corporations, and the Province's emergency management program. The existing *EPA* was introduced in 1993. The Province began its first discussions on the modernization of the *Act* in 2018.

BC took a significant step towards modernizing the *EPA* in 2018 by adopting the Sendai Framework, which was developed by the United Nations (UN) in 2015 and outlines international best practices for managing emergencies. The new *Act* will formally align the Province with this leading-edge approach, as well as reflect:

- The UN Declaration on the Rights of Indigenous People, the *Declaration on the Rights of Indigenous Peoples Act*, and the Draft Principles that Guide the Province's Relationship with Indigenous Peoples;
- lessons learned from the COVID-19 global pandemic;
- lessons learned from the unprecedented flood and wildfire seasons of 2017 and 2018;
- all four phases of emergency management: mitigation, preparedness, response, and recovery, and;
- the importance of ongoing disaster risk reduction to prevent disasters from happening and lessen their impacts when they do.

Significant shifts proposed for the modernized legislation are summarized in Appendix A.

The CRD has been engaged in the consultation process since initial discussions in 2018. The previous Chief Administrative Officer sat on the Union of BC Municipalities (UBCM) committee that provided input to the Province during the rewriting of the *Act*. The Protective Services team engaged in several consultation sessions with Emergency Management BC, now the Ministry of Emergency Management and Climate Readiness (EMCR). On January 31, 2020, the CRD provided a comprehensive response to BC Citizens Engagement regarding the Modernizing BC's Emergency Management Legislation Discussion Paper. The common theme noted regarding each proposed area of change were "concerns about capacity and access to resources, acknowledging that local authorities already have limited capacity, and that a modernized *EPA* has the potential to increase workload while there are risks that many do not have the ability to

comply with the new legislation without access to funding and expertise. For example, mandating emergency management plans or business continuity plans to be exercised and delivered requires significant resources and expertise. It is expected that many local authorities will not have the in-house expertise or capacity to comply”.

## **IMPLICATIONS**

### *Environmental & Climate Implications*

Local authorities (municipalities and regional districts), and critical infrastructure owners will be required to consider climate change in risk assessments and when developing emergency plans.

### *Intergovernmental Implications*

The *EPA* will include guiding principles that recognize Indigenous rights in relation to emergency management, and the importance of building cultural safety in emergency management policies, services and supports. Local authorities and critical infrastructure owners will be required to use any available Indigenous knowledge in their risk assessments and emergency management plans. This includes identification of culturally sensitive sites, registered and otherwise, as part of emergency planning. Indigenous governing bodies will be recognized as decision-makers in emergency management, and local authorities will be required to consult with and seek approval of their emergency plans from First Nations communities within their jurisdiction.

Local authorities, Indigenous governing bodies, and the provincial government will have the ability to create or join multi-jurisdictional emergency management organizations, such as the current Regional Emergency Management Partnership (REMP) between the CRD and EMCR. Additionally, new requirements will be established for the provincial government and local authorities to consult and cooperate with Indigenous governing bodies in the preparation, response, and recovery phases, and for critical infrastructure owners to consult and cooperate with Indigenous governing bodies in the preparation phase.

### *Regional Growth Strategy Implications*

It is anticipated that local authorities will be required to take climate change issues into consideration when making decisions around development and growth strategies going forward. This could impact future regional growth strategies.

### *Social Implications*

The proposed changes to the *EPA* will focus on improving the development of resilient communities and will increase the requirement for local authorities to provide enhanced emergency supports for vulnerable populations during crises. This will include addressing issues related to vulnerability, cultural safety, and intersectionality in the preparation of risk assessments, emergency management plans, training, and the delivery of services.

### *Financial Implications*

While the modernized *EPA* has not been released at this point, it is very clear based on the announced changes to date that the requirements for local authorities to meet the new obligations under the proposed legislation will require a review of current emergency management programs. The CRD's emergency program is already strained to meet current obligations and any new legislated requirements will require a program evaluation, likely necessitating additional resourcing to achieve compliance.

Additionally, increased obligations on the CRD as a critical infrastructure operator for water, wastewater, and solid waste programs will dictate a review of those program areas to ensure that appropriate resourcing is identified to meet new regulatory requirements.

*Service Delivery Implications*

Roles and responsibilities of local authorities and critical infrastructure owners, including the development of risk assessments, business continuity plans, and emergency management plans that cover all four phases of emergency management, will be modernized and clarified. These changes will require resourcing and expertise to achieve compliance in both critical infrastructure and emergency management program areas.

**CONCLUSION**

The expected introduction of the modernized *EPA* in April 2023 will require that the CRD evaluate both emergency management and critical infrastructure operations to ensure these areas are properly aligned and resourced to achieve compliance with the new legislation. Staff will report out on the implications once the modernized *EPA* has been released.

**RECOMMENDATION**

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

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: *Emergency Program Act* Modernization – Excerpts from Provincial Website

## Appendix A

### **Emergency Program Act Modernization – Excerpts from Provincial Website**

The highlighted areas indicate proposed legislative changes that will have impacts on current plans and processes, and will likely require additional resourcing considerations to bring the CRD's critical infrastructure and emergency management programs into compliance.

#### **Increased emphasis on disaster risk reduction and all four phases of emergency management – mitigation, preparedness, response and recovery**

The current *Emergency Program Act* is focused heavily on the response phase of emergency management. Modernized legislation will clearly define the four phases of emergency management—mitigation, preparedness, response, and recovery—and will include rules, obligations, or authorities related to each phase. Similarly, the legislation will take an all-of-society perspective by recognizing the key roles played by various governing entities and others, such as critical infrastructure owners and volunteers, and include new concepts such as intersectionality, vulnerability, and cultural safety. In keeping with the increased emphasis on disaster risk reduction, the provincial government will have an ability to order mitigation and preparation measures.

#### **Guiding principles and recognition of Indigenous rights**

The legislation will include guiding principles that recognize Indigenous rights in relation to emergency management and the importance of building cultural safety in emergency management policies, services and supports. The guiding principles will also establish a framework for collaboration between different orders of government, reflect the Sendai framework, and acknowledge the relationship between climate change and emergency management.

#### **Require consideration of climate change**

Provincial ministries, local authorities (e.g., municipalities and regional districts), and critical infrastructure owners will be required to consider climate change in risk assessments.

#### **Broaden definitional framework for emergencies**

The definition of emergency will be broadened to include security threats (e.g., terrorism) and transmissible diseases or toxins. The definition will also be updated to include impacts to cultural sites.

#### **Improved tools for response and recovery**

New tools for the provincial government will include procurement powers related to critical supplies and an ability to order assistance (e.g., require a municipality to host evacuees from another municipality). The legislation will authorize the Lieutenant Governor in Council to temporarily suspend or modify parts of other legislation during emergencies. A specific power to order business closures will be available to both the provincial government and local authorities. The maximum durations of states of emergency will be longer, with a provincially-declared emergency lasting up to 14 days (if declared by the minister) or up to 28 days (if declared by the Lieutenant Governor in Council), before any extension is required, and with a locally-declared emergency lasting up to 14 days before any extension is required.

“Recovery transition periods” will be established and available to the provincial government and local authorities to recognize the transition between response and recovery. When recovery transition periods are authorized by the provincial government, specific emergency powers necessary to support recoveries will remain available for renewable 90-day periods following a state of provincial or local emergency.

### **Recognize plural and dynamic forms of Indigenous governance**

Indigenous governing bodies (PDF) will be recognized as decision-makers in emergency management. In accordance with emergency management-related provisions of treaty settlement legislation, Modern Treaty Nations and the Nisga’a Nation will be included as distinct forms of local authorities. In recognition of the unique relationship between the Province, the Modern Treaty Nations, and the Nisga’a Nation, oversight rules and obligations that apply to local governments will not apply to the Modern Treaty Nations or the Nisga’a Nation.

### **Agreements for co-management and shared decision-making**

Legislation will enable agreements with Indigenous governing bodies or joint or consent-based decision-making, using a framework established by the Declaration on the Rights of Indigenous Peoples Act. To recognize the role of Indigenous governing bodies as decision-makers within a co-managed emergency management environment, the legislation will authorize agreements to provide Indigenous governing bodies to access and exercise statutory response and recovery powers on First Nations’ traditional territories. To promote cooperation and collaboration, the provincial government will also have broad authority to enter into other forms of emergency management agreements with Indigenous governing bodies or Indigenous entities.

### **Require coordination, collaboration, and provision of information between partners**

Recognizing the benefits of pooling responsibilities for planning, and the collective exercise of powers during emergency events, local authorities, Indigenous governing bodies, and the provincial government will have the ability to create or join multi-jurisdictional emergency management organizations.

Additionally, new requirements will be established for the provincial government and local authorities to consult and cooperate with Indigenous governing bodies in the preparation, response, and recovery phases, and for critical infrastructure owners to consult and cooperate with Indigenous governing bodies in the preparation phase.

### **Include Indigenous knowledges**

Recognizing the value of Indigenous knowledges, provincial ministries, local authorities, and critical infrastructure owners will be required to use any available Indigenous knowledge in their risk assessments and emergency management plans. The legislation will provide protections for that knowledge, allowing Indigenous Peoples to say how Indigenous knowledges may be used or disclosed.

### **Address disproportionate impacts and promote cultural safety**

Recognizing the importance of building an all-of-society approach to disaster risk reduction, emergency plans and risk assessments prepared by provincial ministries, local governments, and critical infrastructure owners will be required to address the needs of groups that are disproportionately impacted by emergency events. This will include addressing issues related to

vulnerability, cultural safety, and intersectionality in the preparation of risk assessments, emergency management plans, training, and the delivery of services.

### **Accountability and transparency**

The legislation will introduce requirements for annual meetings, which Indigenous governing bodies and local authorities may choose to participate in, to review agreements and share feedback on how consultation and cooperation requirements are working. There will be a full review of the legislation starting five years after it receives Royal Assent.

### **Recognize critical infrastructure owner roles in disaster risk and emergency management**

Designated critical infrastructure owners will be required to conduct risk assessments, create emergency management and business continuity plans, and provide emergency management information upon request. The provincial government will be authorized to order critical infrastructure owners to take mitigation or preparation actions and will be able to take steps to ensure the coordination of critical infrastructure owners during the response and recovery phases.

### **Recognize the important role volunteers play**

Emergency management providers, service providers, and different categories of volunteers will be distinguished in the legislation. The provincial government will be authorized to create a volunteer oversight framework to establish training and qualification requirements for certain volunteers.

## **Regulation Updates**

### **Local Authority Emergency Management Regulation (Update)**

Roles and responsibilities of local authorities, including requirements for the development of risk assessments, business continuity plans, and emergency management plans that cover all four phases of emergency management, will be modernized and clarified.

### **Compliance and Enforcement (New)**

The regulation will complete the legislative framework for compliance and enforcement. A continuum of enforcement tools will be used, including fees, fines and administrative monetary penalties, along with dialogue and compliance agreements.

### **Critical Infrastructure (New)**

The regulation will identify responsibilities for critical infrastructure owners, including requirements related to risk assessments, business continuity plans, and emergency management plans that cover all four phases of emergency management.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, MARCH 29, 2023**

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**SUBJECT**     **Long-term Biosolids Planning and Biosolids Thermal Pilot Updates**

**ISSUE SUMMARY**

To provide an update on biosolids long-term beneficial use planning, and the progress of pilot studies to investigate advanced thermal technologies as a long-term biosolids management option.

**BACKGROUND**

Commissioning of the Core Area Wastewater Treatment Project resulted in new functions for the Capital Regional District (CRD). Residual solids from the McLoughlin Point Wastewater Treatment Plant are now processed at the Residuals Treatment Facility (RTF) into dried pelletized Class A biosolids. The CRD's approved short-term (2021-2025) Biosolids Beneficial Use Strategy, and contingency plan, is transportation and incineration as alternative fuel at the Lafarge cement plant, or incorporation into engineered cover systems at Hartland Landfill when Lafarge is not operating. The CRD Board recently approved an additional contingency of non-agricultural land application to address short-term management challenges. As a condition of provincial approval of the CRD's short-term plans, the Province requires submission of a long-term biosolids management plan by the end of June 2024. Public and First Nations engagement on beneficial use options (inclusive of agricultural and non-agricultural land application) is required as part of the process (see Appendix A).

**Biosolids Long-term Planning Update**

Staff have engaged a technical consultant (GHD) to review and advise on potential options for long-term management of CRD biosolids. The consultant identified and evaluated more than 30 short- and long-term beneficial use options, including thermal, non-thermal and land application options (see Appendix B). To meet the regulatory requirement for beneficial reuse, and the CRD's need for operational reliability, the consultant is preparing portfolios of options for consideration in long-term planning; multiple options are required to ensure redundancy for when the primary or preferred options are unavailable. Options that don't meet beneficial use criteria will not be included, and staff and the consultant are currently compiling information to support creation of a plan for public and First Nations consultation.

The consultant's review determined that there are no full-scale commercial advanced thermal facilities being used to manage biosolids in North America (see Appendix C). There are two demonstration facilities currently in operation in North America, both of which were included in the CRD's pilot studies, and a third facility has been temporarily shut down to facilitate a move to a new location.

**Biosolids Thermal Pilot Update**

In July 2020, as part of the CRD's biosolids beneficial use long-term planning efforts, CRD staff issued a Request for Expressions of Interest (RFEOI; No. 40.20.01-02) to determine the viability of advanced thermal technology. This technology generates heat, as well as synthetic gases and/or biochar, which have several potential uses (including land application or industrial

processes), depending on the quality of the residuals. The CRD then developed a series of pilot studies through a Request for Proposals (RFP) process. The Board directed staff to obtain detailed proposals and to enter into negotiations to pursue pilot studies at existing facilities based on summaries provided in a closed session. Two pyrolysis and one gasification facility were chosen to conduct studies utilizing CRD biosolids or representative samples. Not all were able to fully complete the studies as expected, but the results received to date are included as Appendix D. The gasification facility was not operational for the pilot study and could not produce any results. One pyrolysis study indicated success in producing a biochar, as well as some synthetic gas, with a recommendation for further work to quantify the quality of these by-products. The other pyrolysis study successfully pyrolyzed surrogate (non-CRD) biosolids; to date, there is no data on residual concentrations of contaminants of concern, and further analysis is ongoing.

While results are still forthcoming and under review, the advanced thermal pilot outcomes have provided the CRD's technical advisor with valuable insight into the discrete operation of these technologies and the quality of products that can be produced from the CRD's biosolids. However, the thermal pilot results alone are not expected to be sufficient to definitively confirm the viability of onsite advanced thermal processing of CRD biosolids. On this basis, GHD has advised that, should the CRD wish to further pursue advanced thermal processing, an advanced thermal site trial (either pyrolysis or gasification) within the capital region utilizing the CRD's biosolids is recommended to observe key operation criteria. Some of the objectives for an advanced thermal site trial could include:

- Confirming equipment/process reliability over a range of conditions and extended operating periods.
- Confirming operating costs and likely long-term maintenance requirements.
- Confirming volume and mass reduction of biosolids.
- Evaluating the magnitude and quality of flue gases from the process, along with effective treatment options.
- Confirming the quantity and quality of any syngas, biochar and liquids specific to the selected advanced thermal system and CRD biosolids under different conditions. This should include an analysis of the destruction of PFAS and other contaminants of concern. It could also include separately designed field trials on the bioavailability of nutrients and metals in the biochar, as well as other benefits of biochar in specific applications.
- Establishing the net energy balance of the process, including the calorific value of syngas and the potential for waste heat recovery and use (e.g., in drying).
- Identifying opportunities for process optimization, including the optimal mix and quality of end products.
- Evaluating the potential for co-processing of other materials arriving at the landfill and the effects of co-processing on the quantity and quality of products and waste streams.
- Identifying and developing local markets for biochar.
- Confirming carbon sequestration benefits and value.
- Evaluating potential long-term synergies at the Hartland facility, including the RTF dryers and Hartland Renewable Natural Gas upgrading plant.

Based on their preliminary review of pilot studies, the consultant has advised that the advanced thermal technology that appears to be most promising for biosolids (pyrolysis) is not suitable for municipal solid waste. As such, they have advised that planning for co-processing biosolids and municipal solid waste at the same thermal facility is likely not to be recommended based on currently available technologies. This conclusion is consistent with the feedback CRD staff received from the thermal pilot vendors. However, if an on-site advanced thermal trial is pursued, the RFP could be scoped to optionally allow vendors to propose further evaluation of co-processing of other materials arriving at the landfill.

## **ALTERNATIVES**

### *Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That staff develop a consultation plan for long-term biosolids management for the July Environmental Services Committee meeting, to be implemented in the fall of 2023; and
2. That staff concurrently initiate a Request for Proposals process for a biosolids advanced thermal site trial.

### *Alternative 2*

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That staff develop a consultation plan for long-term biosolids management for the July Environmental Services Committee meeting, to be implemented in the fall of 2023; and
2. That staff defer a Request for Proposals process for a biosolids advanced thermal site trial until after public consultation.

## **IMPLICATIONS**

### *Regulatory Implications*

In BC, municipal wastewater residuals must be beneficially reused in accordance with regulatory requirements. The Province has explicitly prohibited landfilling of biosolids and required consideration of agricultural and non-agricultural land application options as part of the long-term options analysis (see Appendix A). A purpose-built, on-site advanced thermal technology trial would require authorization under the BC *Environmental Management Act*. The anticipated timeline for regulatory approval for an onsite trial (once a thermal technology and vendor are selected) is 1.5 - 2 years.

### *Social Implications*

Staff will need to start preparing scoping documents for consultation as soon as possible to ensure that the subsequent vendor response is available in time to undertake consultation in the fall and to inform development of the draft long-term plan by Q1 2024. The consultation will explore the context for land application options, including in and out of region support, as well as across a range of non-agricultural to agricultural applications. Public engagement will also help inform expectations for an advanced thermal on-site proposal should the Board decide to proceed.

### *Environmental & Climate Implications*

The consultant will be reviewing contaminant monitoring results, including biochar and atmospheric release from the thermal pilot, to determine predicted risk to the environment. These results will be compared to the known low environmental risks of biosolids land application and other non-thermal reuse options and include greenhouse gas implications of the various options.

### *Intergovernmental Implications*

First Nations and local governments will be engaged during the consultation process on beneficial use portfolios and options. If an on-site thermal technology trial is pursued, it will require a separate public and First Nations engagement process.

*Financial Implications*

Funding for long-term biosolids management planning, including pilot studies, has been taken from the Core Area liquid waste planning operating reserve fund. Future core area liquid waste operational budgets will need to be reviewed to ensure there are sufficient funds to cover the portfolios eventually chosen for long-term biosolids management. Significant additional funding will be required if an on-site advanced thermal trial is undertaken. The total cost to the CRD would be dependent on the technology selected, feedstock characteristics, scope of the study and associated analysis, project development structure, including the ability of the CRD to partner with other entities to offset costs, and the availability of innovation grant funds from senior levels of government. Costs would be confirmed through an RFP process and are expected to be between \$5 million to \$10 million.

**CONCLUSION**

Long-term biosolids management planning is underway, with external consultants identifying and assessing a variety of beneficial use options. The long-term plan will require a portfolio of options to ensure redundancy and reliability in service delivery. Preliminary evaluation of the available results from the thermal pilot studies indicates that an on-site trial would be beneficial to determine the viability of an advanced thermal technology as an option for the long-term biosolids management. A detailed plan to engage First Nations, local governments and the public will be brought back to the July Environmental Services Committee meeting.

**RECOMMENDATION**

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That staff develop a consultation plan for long-term biosolids management for the July Environmental Services Committee meeting, to be implemented in the fall of 2023; and
2. That staff concurrently initiate a Request for Proposals process for a biosolids advanced thermal site trial.

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

**ATTACHMENTS**

Appendix A: Correspondence from Ministry of Environmental and Climate Change Strategy regarding Biosolids Planning Deadlines and Consultation Expectations – October 29, 2019 and September 25, 2020

Appendix B: Summary of Short- and Long-term Biosolids Management Options Available in the Next Five Years

Appendix C: North American Thermal Processing Projects

Appendix D: Summary of Thermal Options Pilot Program



Reference: 349364

X-Reference: 10400-60/LWMP CRD Core

**OCT 29 2019**

Colin Plant, Chair  
and Directors  
Capital Regional District Board  
PO Box 1000 625 Fisgard Street  
Victoria BC V8W 2S9

Dear Chair Plant and Directors:

Thank you for the June 21, 2019, submission of the Capital Regional District (CRD) Biosolids Beneficial Use Strategy, in accordance with the conditions of approval of the Core Area Liquid Waste Management Plan (CALWMP) Amendment No.11. The Strategy forms part of the CALWMP and, therefore, requires approval from the Minister of Environment and Climate Change Strategy.

Pursuant to Section 24(5) of the *Environmental Management Act*, I hereby approve the Strategy under the following conditions:

Short Term

- a) The CRD must not landfill biosolids in the event of scheduled cement plant shutdowns.
- b) By April 30, 2020, the CRD must submit for approval an updated Contingency Plan that has more fully assessed options for use of the Class A biosolids in contingency circumstances. This assessment must include scenarios under which land application could be utilized prior to landfilling; information about timing and duration of scheduled cement plant shutdowns; and an estimate of unscheduled shutdown duration and frequency based on operational history is required.
- c) By June 1, 2021, the CRD must submit an updated Net Energy Balance Assessment and Greenhouse Gas Emission Estimate.

Long Term

- a) The CRD must include land application in the options analysis and conduct consultation for the long-term biosolids strategy that is intended to be implemented by January 1, 2025.
- b) Options considered should include a range of beneficial uses including, but not limited to forestry (for example, fertilizer/soil conditioner), reclamation (for example, mines), landfill closure and agriculture.
- c) This consultation process must include citizens, local government and Indigenous communities within the CRD.

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The ministry's waste management policy framework is guided by the 5R Pollution Prevention Hierarchy (Reduce, Reuse, Recycle, Recovery and Residuals Management). In accordance with the hierarchy, landfilling should only be considered when all other options are implemented or exhausted. As such, I expect the CRD to continue to look for alternative means of beneficially using biosolids in the short term to accommodate predictable disruptions in the cement plant's ability to use the product. This strategy may include increasing the short-term storage on site or applying biosolids to the land but cannot include disposal or long-term storage in the landfill. It's important that a robust consultation process is undertaken with respect to developing this strategy for the CRD.

The CRD's policy banning the land application of biosolids unnecessarily limits the options available for beneficial use. While respecting the CRD Board's authority to create such a policy, it is the ministry's position that the land application of biosolids, in accordance with the Organic Matter Recycling Regulation (OMRR), will benefit the environment and potentially reduce costs to the taxpayer. The OMRR includes requirements for biosolids treatment, quality testing and the creation of site-specific land application plans, by qualified professionals, to ensure that the land application of biosolids is both safe and beneficial. OMRR also contains specific requirements for providing notification prior to any land application activity and provisions that specify where biosolids can be placed to ensure protection of drinking water and the environment. Land application is widely practiced by other regional districts in British Columbia, in other jurisdictions in Canada and worldwide.

The benefits of land application of biosolids include addition of organic matter and nutrients to the soil to support plant growth (a more sustainable option compared to chemical fertilizers), increased carbon sequestration, decreased greenhouse gas emissions, and increased soil water holding capacity. Examples of beneficial use include, but are not limited to, landfill closure activities, mine reclamation and augmenting soils in our forests to promote regrowth.

The CRD has committed to implement a long-term strategy for biosolids management by January 1, 2025, as part of the CALWMP. The long-term biosolids strategy development process will provide an opportunity for CRD to conduct a full-options analysis of biosolids beneficial uses, including land application. A full-options analysis of costs and benefits will allow CRD to conduct informed public consultation and to meaningfully engage with Indigenous communities.

Please continue to work with staff in the Environmental Protection Division of the Ministry of Environment and Climate Change Strategy on the development of the long-term beneficial use strategy.

Sincerely,



George Heyman  
Minister

cc: Cassandra Caunce, Director, Authorizations South, Environmental Protection Division,  
Ministry of Environment and Climate Change Strategy



Reference: 357691

*September 25, 2020*

Colin Plant, Chair  
and Directors  
Capital Regional District Board  
PO Box 1000  
625 Fisgard Street  
Victoria BC V8W 2S9

Sent via email: [crdchair@crd.bc.ca](mailto:crdchair@crd.bc.ca)

Dear Chair Plant and Directors:

I am writing in response to the April 30, 2020, submission of the Capital Regional District Short-Term Biosolids Contingency Plan.

The Short-Term Biosolids Contingency Plan is approved pursuant to the requirements of the October 29, 2019 letter from the Minister regarding the Capital Regional District's Biosolids Beneficial Use Strategy.

The Long-Term Biosolids Strategy that the CRD has been directed to implement by January 1, 2025 requires approval of the Director; therefore, please submit this plan for approval by June 18, 2024. Further, I would like to remind you that the CRD is expected to conduct comprehensive public consultation on this plan prior to submission to the ministry.

I wish you success in the development of a long-term biosolids strategy.

With best regards,

A handwritten signature in blue ink, appearing to read "Kevin Jardine". The signature is fluid and cursive, written over the printed name and title.

Kevin Jardine  
Deputy Minister

cc: Office of the Minister of Environment and Climate Change Strategy  
Cassandra Caunce, Director, South Authorizations, Environmental Protection Division,  
Ministry of Environment and Climate Change Strategy  
Larisa Hutcheson, P.Eng., General Manager, Parks and Environmental Services, Capital  
Regional District

**SUMMARY OF SHORT- AND LONG-TERM BIOSOLIDS MANAGEMENT OPTIONS  
AVAILABLE IN THE NEXT FIVE YEARS**

March 2023

Type of Operation	Location	Potential Short-Term/Long-Term Options *
<b>Thermal Technologies</b>		
<b>Combustion/ Incineration</b>	In Region	<p>Potential options:</p> <ul style="list-style-type: none"> <li>As fuel in traditional biomass boilers, either directly or mixed/pelletized with wood. Although possible, a market does not currently exist for use of biosolids as fuel; one potential client has expressed interest. Changes to biomass boiler air permits would be required, potentially with additional stack testing requirements.</li> </ul>
	Out of Region	<p>Potential options:</p> <ul style="list-style-type: none"> <li>As fuel in traditional biomass boilers, either directly or mixed/pelletized with wood. Although possible, a market does not currently exist for use of biosolids as fuel. Changes to biomass boiler air permits would be required, potentially with additional stack testing requirements.</li> <li>Co-combustion in cement kilns.</li> <li>Incineration at a waste-to-energy facility. This option would not include beneficial use of ash. Material handling at the facility would need to be developed.</li> <li>Combustion in a thermal desorption unit. This option will not recover heat from thermal processing, and so does not meet Canadian Council of Ministers of the Environment (CCME) beneficial use guidelines, but could be used as a contingency option if biosolids could be included as acceptable material on the Facility's air discharge permit.</li> </ul>
<b>Pyrolysis</b>	In Region	<p>Potential options:</p> <ul style="list-style-type: none"> <li>On-Site Pilot - Potential short-term option. Would require the CRD Board to approve land application of biochar. Pyrolysis gas would not be beneficially used in the pilot.</li> <li>Long-term facility - Potential long-term option. Would require significant investment and approval of land application of biochar. Installation of pyrolysis equipment at Hartland and integration with existing infrastructure will also be required for this option.</li> </ul>
	Out of Region	<ul style="list-style-type: none"> <li>Not available, except at pilot scale.</li> </ul>

Type of Operation	Location	Potential Short-Term/Long-Term Options *
<b>Thermal Technologies (cont'd)</b>		
<b>Gasification</b>	In Region	Potential options: <ul style="list-style-type: none"> <li>On-Site Pilot - Potential short-term option. Would require CRD Board to approve land application of biochar. Syngas would not be beneficially used in the pilot.</li> <li>Long-term facility. This option would require investment into an on-site facility. Installation of gasification equipment at Hartland and integration with existing infrastructure will also be required for this option.</li> </ul>
	Out of Region	<ul style="list-style-type: none"> <li>Not available, except at pilot scale.</li> </ul>
<b>Landfilling and Storage – NOTE: These options are only for emergencies as they do not meet provincial and federal requirements for beneficial reuse.</b>		
<b>Storage</b>	In Region	Potential options for short-term emergencies when preferred options are unavailable: <ul style="list-style-type: none"> <li>Silo – construct additional silo(s) at Hartland Landfill.</li> <li>Stockpile - stockpiling of biosolids will require blending with sand to safely store. Containment will also be required around the stockpile.</li> </ul>
	Out of Region	<ul style="list-style-type: none"> <li>Not Available</li> </ul>
<b>Landfilling</b>	In Region	<ul style="list-style-type: none"> <li>Hartland - Landfilling does not meet regulatory criteria and uses air space within the landfill.</li> </ul>
	Out of Region	<ul style="list-style-type: none"> <li>Not Available.</li> </ul>
<b>Land Application</b>		
<b>Mine/Quarry Reclamation</b>	In Region	<ul style="list-style-type: none"> <li>Not immediately available, but program could be developed.</li> </ul>
	Out of Region	Multiple available options: <ul style="list-style-type: none"> <li>Options for quarry reclamation near Nanaimo, BC.</li> <li>Options for mine reclamation on the mainland.</li> </ul>
<b>Forest Fertilization</b>	In Region	<ul style="list-style-type: none"> <li>Not immediately available, but program could be developed.</li> </ul>
	Out of Region	One available option: <ul style="list-style-type: none"> <li>Biosolids could be mixed with dewatered biosolids from another provider for better application purposes.</li> </ul>

Type of Operation	Location	Potential Short-Term/Long-Term Options *
<b>Land Application (cont'd)</b>		
<b>Land Improvement</b>	In Region	<ul style="list-style-type: none"> <li>Not immediately available, but program could be developed.</li> </ul>
	Out of Region	One available option: <ul style="list-style-type: none"> <li>Biosolids could be mixed with dewatered biosolids from another provider to mitigate combustion risk. Biosolids will be land applied to promote grass growth, help manage invasive species, and develop the potential for land grazing. This site can accommodate 250 tonnes of biosolids annually.</li> </ul>
<b>Biosolids Growing Medium (BGM)</b>	In Region	<ul style="list-style-type: none"> <li>Hartland – currently approved but contingency capacity has already been exhausted.</li> </ul>
	Out of Region	Multiple available options: <ul style="list-style-type: none"> <li>Other landfills.</li> <li>Other vendors.</li> </ul>
<b>Direct Land Application</b>	In Region	<ul style="list-style-type: none"> <li>Not immediately available, but program could be developed.</li> </ul>
	Out of Region	One available option: <ul style="list-style-type: none"> <li>Biosolids could be bagged and sold as a fertilizer product in packages of less than 5 m<sup>3</sup>. Pilot required to support feasibility.</li> </ul>
<b>Composting Prior to Land Application</b>	In Region	<ul style="list-style-type: none"> <li>Not immediately available, but program could be developed.</li> </ul>
	Out of Region	Two available options: <ul style="list-style-type: none"> <li>CRD biosolids could be mixed with cured compost prior to land application.</li> <li>CRD biosolids would be composted with other municipal biosolids and applied direct to land for fertilization.</li> </ul>

\* options are theoretical and have not been secured with other parties

## NORTH AMERICAN THERMAL PROCESSING PROJECTS

March 2023

The table below outlines various biosolids innovative thermal processing facilities across North America, the technology implemented, the stage of the project and the commercial status of the facilities.

- Pilot – Operation of a system for a defined period, potentially non-continuous, with a goal of determining technology feasibility
- Demonstration – first commercial installation intended to process biosolids year round and gain operational experience
- Commercial – More than one commercial installation intended to process biosolids reliably year round

Location	Facility Name	Technology	End Products	Project Stage	Commerical Status
Linden, New Jersey, USA	Aries Linden Biosolids Gasification Facility	Gasification (Aries) <sup>1</sup>	Syngas, Biochar	Commissioning	Demonstration
Newark, New Jersey, USA	Aries Newark Biochar Production Facility	Gasification (Aries) <sup>1</sup>	Syngas, Biochar	Feasibility	N/A
Sanford, Florida, USA	Fluidized Bed Biosolids Disposal Gasification Facility	Gasification (Max West/Aries)	Syngas, Biochar	Decommissioned	Demonstration
Kearny, New Jersey, USA	Aries Kearny Biochar Production Facility	Gasification (Aries) <sup>1</sup>	Syngas, Biochar	Feasibility	N/A
Taunton, Massachusetts, USA	Aries Taunton Biosolids Gasification Facility	Gasification (Aries) <sup>1</sup>	Syngas, Biochar	Feasibility	N/A
Lebanon, Tennessee, USA	Aries Lebanon Waste-to-Energy Gasification Plant	Gasification (Aries) <sup>1</sup>	Syngas, Biochar	Decommissioned for biosolids (now operating solely on wood chips)	N/A
Edmonds, Washington, USA	Edmonds Wastewater Treatment Plant	Gasification (Ecoremedy)	Syngas, Biochar	Under construction	Demonstration

Location	Facility Name	Technology	End Products	Project Stage	Commerical Status
Morrisville, Pennsylvania, USA	Ecoremedy Sludge Gasification Pilot Plant	Gasification (Ecoremedy)	Syngas, Biochar	A three-year pilot project (Decommissioned)	Pilot
Derry Township, Pennsylvania, USA	Clearwater Road Wastewater Treatment Facility	Gasification (Ecoremedy)	Syngas, Biochar	Under construction	Commercial
Silicon Valley Clean Water (SVCW), California, USA	SVCW Plant	Pyrolysis (Bioforcetech) <sup>1</sup>	Syngas, Biochar	Operational	Demonstration
Rialto, California, USA	Rialto Bioenergy Facility	Pyrolysis (Anaergia)	Syngas, Biochar	Under construction	Demonstration
Ephrata, Pennsylvania, USA	Ephrata Bioforcetech Pyrolysis Facility	Pyrolysis (Bioforcetech) <sup>1</sup>	Syngas, Biochar	Under construction	Commerical
Niagara Falls, Ontario, Canada	CHAR Technologies' high temperature pyrolysis plant	High Temperature Pyrolysis (HTP) (Chartec) <sup>1</sup>	Syngas, Biochar	Development (relocation from London Ontario) <sup>2</sup>	Pilot (Biosolids)

<sup>1</sup> Technology included in the CRD's Biosolids Thermal Pilots

<sup>2</sup> Pilot facility was operational at the London, Ontario Location

## SUMMARY OF THERMAL OPTIONS PILOT PROGRAM

March 2023

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The following work has been undertaken to date under the thermal options pilot program:

- **CHAR Technologies:** Bench-scale laboratory testing of CRD biosolids was completed in February 2022. CRD and CHAR then set up a pilot-scale high temperature pyrolysis (HTP) test of 800 kilograms of CRD biosolids to analyze the solid and gas outputs at a pilot scale at CHAR's pilot facility in London, Ontario over two days in October 2022. The CRD received a report on March 3, 2023, and preliminary results indicate the pilot was successfully able to pyrolyze CRD biosolids producing a biochar and syngas, resulting in a total solids mass reduction of 72%. The testing showed that the produced biochar had concentrations below detection limits for all of the PFAS compounds tested, indicating that HTP does effectively treat PFAS in the solid fraction of CRD's biosolids, but likely partitions these contaminants to the syngas output instead. Conversely, some metals were concentrated in the biochar above Class A biosolid land application limits. Further analysis is required to understand the characteristics of the syngas produced. CHAR recommends deploying an on-site HTP demo system with syngas cleaning to provide more accurate gas data necessary to design and ensure robust emissions control for a commercial-scale system. CRD's technical advisor (GHD) is continuing their review of the pilot results.
- **Waste Management:** This pilot study was established to review existing data and information against characteristics of the CRD's biosolids and (pending results) conduct commercial-scale pyrolysis testing using a representative biosolids sample. The facility utilized for the pilot is the Waste Management Bioforcetech pyrolysis facility in Redwood, California (Silicon Valley Clean Water Authority), which hosts an onsite BioForceTech (BFT) pyrolysis. During the data and information review, CRD biosolids were compared against two other North American biosolids samples. For the majority of commonly tested parameters (nutrients, metals, etc.), it was confirmed that the CRD's dried biosolids quality is very similar to the biosolids quality of similarly-sized municipal wastewater treatment facilities with similar process trains. However, further investigation was recommended, and is currently underway, for other compounds of concern, such as PFAS, VOCs, SVOCs, pharmaceuticals and personal care products. Commercial scale pyrolysis testing, including biosolid and air emission testing using the representative sample, is planned; however, this evaluation has been delayed by the vendor and is not yet scheduled. The CRD's technical advisor, GHD, continues their review of the results received to date.
- **Aries Clean Technologies:** Commissioning issues at the new Aries biosolids gasification facility in Linden, New Jersey (Linden Roselle Sewerage Authority) have delayed the pilot testing and the facility was not available for a pilot study. Staff continue to remain in contact with Aries Clean Technologies, and will endeavor to complete the pilot study if and when the facility comes on-line.
- **Integration of Municipal Solid Waste into thermal pilots:** As directed by the Board, staff spoke with each of the vendors in the thermal pilot to understand the potential to integrate municipal solid waste feedstock into the thermal pilots. While vendors indicated it may be technically feasible to thermally treat some types of source-separated, pre-processed municipal solid waste, including clean wood waste, using the technology being applied to

the biosolids, it was determined that due to permitting and logistics, adding additional feedstocks to the biosolids thermal pilot trials was not possible. Based on their preliminary review of pilot studies, the CRD's technical advisor has advised that the advanced thermal technology that appears to be most promising for biosolids (pyrolysis) is not suitable for mixed municipal solid waste. As such, they have advised that planning for co-processing biosolids and municipal solid waste at the same thermal facility is likely not to be recommended based on currently available technologies. If the CRD pursues an advanced thermal processing site trial at Hartland Landfill, the site trial could be scoped to evaluate the potential for co-processing of other source-separated materials arriving at the landfill and the effects of co-processing on the quantity and quality of products and waste streams.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, MARCH 29, 2023**

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**SUBJECT**     **Capital Regional District Climate Action Inter-Municipal Task Force – Terms of Reference**

**ISSUE SUMMARY**

To provide the Climate Action Inter-Municipal Task Force Terms of Reference for approval.

**BACKGROUND**

Under the *Local Government Act* and the Capital Regional District (CRD) Board Procedures Bylaw, the CRD Board Chair has the authority to establish standing committees and to appoint members to provide advice and recommendations to the Board.

On December 14, 2022, the Regional Board approved the 2023 Terms of Reference (TOR) for the Environmental Services Committee (ESC). TOR serve to clarify the mandate, responsibilities and procedures of standing committees and to provide a point of reference and guidance for the committees and members. The ESC TOR acknowledge that the Climate Action Inter-Municipal Task Force (Task Force) will report through the ESC.

This year, there were minor changes to the composition and procedures of the Climate Action Inter-Municipal Task Force TOR (see Appendix A), as follows:

- The Manager, Climate Action Programs shall be the staff liaison and Chair of the Task Force.
- Recommendations of the Task Force going to the ESC will require majority of the membership.
- Meeting minutes will be provided to ESC.

The CRD Climate Action Inter-Municipal Task Force reviewed the revised draft TOR at its inaugural meeting on Thursday, March 2.

**ALTERNATIVES**

*Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board: That the Terms of Reference for the Climate Action Inter-Municipal Task Force, attached as Appendix A, be approved.

*Alternative 2*

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

**CONCLUSION**

Terms of Reference serve to clarify the mandate, responsibilities and procedures of committees and provide a point of reference and guidance for committees and their members. The Climate Action Inter-Municipal Task Force Terms of Reference have been modified.

**RECOMMENDATION**

The Environmental Services Committee recommends to the Capital Regional District Board:  
That the Terms of Reference for the Climate Action Inter-Municipal Task Force, attached as Appendix A, be approved.

Submitted by:	Nikki Elliott, Manager, Climate Action Programs
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: Climate Action Inter-Municipal Task Force – Terms of Reference

# Terms of Reference

CRD

## CLIMATE ACTION INTER-MUNICIPAL TASK FORCE

### PREAMBLE

The Capital Regional District (CRD) Climate Action Inter-Municipal Task Force is an Advisory Committee established by the CRD Environmental Services Committee (ESC) to support communication and collaboration between municipalities and electoral areas across the capital region, and to provide information and feedback regarding CRD programs and initiatives related to regional climate action.

The Committee's official name is to be:

Climate Action Inter-Municipal Task Force (Task Force)

### 1.0 PURPOSE

- a) The purpose of the Task Force through the Environmental Services Committee is to:
  - i. Identify emerging climate-related issues and priorities in their communities.
  - ii. Provide input, feedback and recommendations regarding programs, initiatives and service plan priorities under the regional climate action service (see Appendix A) in line with Board priorities, the CRD Climate Action Strategy and operational considerations.
  - iii. Consider issues referred directly from the ESC.
- b) The Committee will also:
  - i. Receive information and updates on climate action related initiatives, community programs and policy endeavors impacting the region.
  - ii. Share information on progress and challenges related to achieving their local government's corporate or community climate action objectives.
  - iii. Share information from the Climate Action Inter-Municipal Task Force meetings with their respective Councils, as required.

### 2.0 ESTABLISHMENT AND AUTHORITY

- a) Municipal Councils shall appoint a Task Force representative for a four-year term following local government elections. CRD Electoral Area Directors are members for the duration of their term. Should a municipality wish to change its representative during the four-year term, they can do so by contacting the Manager, Climate Action Programs.
- b) Any recommendations of the Task Force will report to the Environmental Services Committee for consideration. The CRD Board is the final decision-making authority.

### 3.0 COMPOSITION

- a) The Task Force will include representatives from each of the 13 local governments within the capital region, and three electoral areas.

### 4.0 PROCEDURES

- a) The Manager, Climate Action Programs will act as staff liaison and Chair to the Task Force.
- b) The Task Force shall meet up to four times per year, at the call of the Chair.
- c) The Chair will finalize the agenda. Any Task Force member may make a request to the Chair to place a matter on the agenda by email. Proposed items must be received at least one week in advance of the meeting.
- d) At the request of a Task Force member and with the consent of the Chair, guests or delegations may be invited to attend and participate in the meeting.
- e) A quorum is a majority of the Task Force membership and is required to conduct committee business. Each member of the Task Force will have one vote.
- f) Recommendations of the Task Force going to the Environmental Services Committee will require majority of the membership.
- g) Meeting minutes will be provided to Environmental Services Committee or its equivalent for information.

### 5.0 RESOURCES AND SUPPORT

- a) The Manager, Climate Action Programs is the liaison to the Task Force and is responsible for administration related to the Task Force.
- b) The Climate Action service will prepare and distribute minutes and agendas.

*Approved by CRD Environmental Services Committee on \_\_\_\_\_*

*Approved by the CRD Board on \_\_\_\_\_*

## CAPITAL REGIONAL DISTRICT CLIMATE ACTION SERVICE BACKGROUND

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Under Bylaw 3510, the Capital Regional District (CRD) established a climate action service in 2009 to act as a resource and facilitator for local governments, citizens and organizations in the capital region on energy and climate issues. The service has five major focus areas:

- Provide support to local governments in developing and implementing climate action plans and programs (emissions reductions and climate adaptation) as part of legislative requirements under the *Local Government (Green Communities) Statutes Amendment Act and voluntary commitments under the BC Climate Action Charter*.
- Catalyze action through partnerships with public and private sectors, non-governmental organizations and community organizations and increase public awareness of climate change issues.
- Liaise with senior levels of government on climate change related programs, policies and legislation that impact the capital region.
- Provide scientific information, data and indicators related to local and regional greenhouse gas emissions and projected climactic impacts.
- Support the CRD in fulfilling its corporate climate objectives by developing and facilitating implementation of corporate climate action plans, policies, and programs and support execution of climate-related Board strategic priorities.

The service administers two inter-municipal committees, one with elected officials and one with staff, which represent the 13 municipalities and three electoral areas in the region. These committees work in an advisory capacity to the CRD to develop priority objectives and support project delivery with the aim of supporting regional coordination on climate action.

The CRD climate action service is a part of the Parks & Environmental Department. The service reports through the CRD Environmental Services Committee to the CRD Board.



Making a difference...together

## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

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**SUBJECT**    **Freedom of Information and Protection of Privacy Act (FOIPPA) 2022  
Overview**

### **ISSUE SUMMARY**

The purpose of this report is to provide an annual year-end update on the key metrics of Freedom of Information (FOI) requests received in 2022, to highlight specific legislative changes to the Act impacting privacy management and provide an overview of privacy-related activities led by the Privacy and Information Services Division in 2022.

### **BACKGROUND**

The *Freedom of Information & Protection of Privacy Act* (the Act) requires all public bodies to be accountable to the public and to protect personal privacy by providing a right of access to records in the custody or control of a public body, including records containing personal information about the applicant.

#### ***Access (FOI) Requests for 2022***

In 2022, the Capital Regional District (CRD) received 248 requests for information under the Act. Records were retrieved across all departments and are categorized under the following themes:

- **Building Inspection** (175 requests) – building and property inspection records;
- **Bylaw Enforcement** (35 requests) – animal control incidents, wildlife (feeding), properties, ticket disputes, Regional Source Control Program enforcement;
- **CRD Parks, Land, Facilities and Water** (19 requests) – Land and property acquisitions, trails creation, Gravel Pit soil samples records, Galloping Goose accident history, CRD property video surveillance footage, recreation facilities client records (SSI Parc, SeaPARC and Panorama Recreation), biosolids at Hartland Landfill, mining access, Magic Lake Estates water consumption;
- **Regional Housing** (6 requests) – tenant records, property development and occupancy;
- **Contracts and Procurement** (5 requests) – procurement process information, contract records, tender bid results;
- **Fire Incidents** (3 requests) – Fire Department incident response records;
- **Organizational and Human Resources** (3 requests) – IWS reporting structure, personnel records, employment competition records;
- **Bylaws, Zoning and Land Use** (2 requests) – Historical zoning information about SSI, JdF Land Use Committee meeting records.

Request metrics are further broken down in the Tables in Appendix A. Tables 1 and 2 outline the type of requestors and the number of requests broken down by CRD department area. The effort required to address each request varies significantly based on the scope and nature of what the applicant is looking for. Table 3 sets out the cumulative total number of pages staff reviewed and released over the year. This metric does not include other forms of processed records, including

video or data. Table 4 outlines how many requests were subject to fees, how much was issued in fee estimates compared to how much was collected in fee payments, how many of the requests involving fees were commercial applicants compared to non-commercial applicants (i.e. individuals) and how many requests were not processed as a result of fees.

**Privacy Impact Assessments (PIAs)** - In 2022, Privacy and Information Services worked on over 35 PIAs, some of which have carried over into 2023 and are still in progress. The PIAs can be categorized under the following themes:

- **New Public or Stakeholder Consultation or Education Activities** (14 PIAs) – Climate Action *Step Code* survey, native plants workshop (EventBrite registration), SSI PARC Pool Site Master Plan surveys, JdF Parks Strategic Plan engagement (CRD ‘Get Involved’ platform), Clear the FOG (fats, oils and grease education for food service establishments), CRD employment opportunities for First Nations (stakeholder interviews), Regional Water Supply Master Plan engagement (CRD ‘Get Involved’ platform), Anson Rd Dock Moorage (applications), E-mobility Awareness (contest), Origin and Destination Regional Travel Survey (targets over 7,500 residents), sustainable workplace commute planning initiative, Community Health Network survey, SSI Active Transportation engagement (CRD ‘Get Involved’ platform), and CRD Board Priorities ranking survey.
- **New or Updates to Corporate Technologies** (10 PIAs) – Microsoft Teams (update), Corporate Safety management system (new), IT project management software (new), Human Resources Information System (new), Fire Departments management system (new), SharePoint sites for project collaboration (new sites for HRIS and Extreme Heat Mapping projects), Finance receivables banking software (update), weather and stream monitoring software (new), Panorama Recreation Centre surveillance camera replacements (update).
- **New External Studies and Research** (6 PIAs) – Western Screech Owl research (songmeter acoustic recorders in Thetis Lake Park), Black Widow spiders documentary (drone filming at Island View Beach), Bat surveys in (3) Regional Parks (ultrasonic recorders), Mill Hill Post-Fire research (photo monitoring of 8 land plots), Subtidal Harbours Ecological Inventory and Rating (boat tows a submerged video camera) and update to Harbours Atlas Geospatial dataset, native plant species inventorying (iNaturalist app for community participation).
- **New or Updates to Internal Programs/Services and Employee Engagement** (5 PIAs) – Business Continuity (employees’ personal contact information), IWS employee survey, EDI vision statement survey (employee feedback), Financial Services Strategic Plan (staff survey), United Way Annual Campaign activities.

Initiatives involving a service provider or external stakeholder typically include the third party/parties in the PIA process, as there are components of the assessment which require their input, such as technical security measures in place to protect information collected and stored by the third party.

**Privacy Management Program (PMP) and Training** – The CRD has instituted mandatory FOI and privacy training for all CRD employees, which must be completed within six months of employment. In 2022, Privacy and Information Services trained a total of 94 employees, over six training sessions.

**Privacy Breach Reporting** – In 2022, Privacy and Information Services were notified of three privacy incidents which did not result in any significant harm to any affected individuals and were quickly remediated.

**IMPLICATIONS**

*Legislative Changes to the Act*

On November 25, 2021, changes were enacted to FOIPPA and its regulation. Of note, are the following three requirements for public bodies to:

FOIPPA Legislative Requirement	Type of Change	Legislative Reference
1. Conduct a privacy impact assessment (PIA) in accordance with the ministerial directions for public bodies that are not ministries.	Update. Previous Directions were repealed. Effective Nov. 26, 2022.	Section 69 (5.3)
2. Develop a privacy management program (PMP) in accordance with the ministerial directions.	New requirement, effective Feb. 1, 2023	Section 36.2
3. Implement mandatory privacy breach reporting	New requirement, effective Feb. 1, 2023	Section 36.3 Reg. 155/2012 s.11.1 and 11.2

**Conducting Privacy Impact Assessments (PIAs)**

The update to Direction 2-21, *Ministerial Privacy Impact Assessment Directions* has increased the scope of when PIAs must be conducted by local governments. The Directions state when a PIA must or may be conducted as follows:

- “1. A head of a public body must conduct a PIA on a new initiative for which no PIA has previously been conducted.
2. A head of a public body must conduct a PIA before implementing a significant change to an existing initiative, including but not limited to a change to the location in which sensitive personal information is stored, when it is stored outside of Canada.
3. Where a head of a public body is not required to conduct a PIA by items 1-2, above, they may conduct a PIA at their discretion and in accordance with these directions.”

The Directions define an “initiative” as “an enactment, system, project, program, or activity”. This requirement to conduct PIAs in accordance with these Directions will increase the number of PIAs that must be submitted by business areas for review and completion by FOI and Privacy staff.

**Developing a Privacy Management Program (PMP)**

The CRD has an existing privacy management program in place already, including a bylaw, a corporate policy, a designated FOI and Privacy Manager who is responsible for privacy-related matters and the corporate privacy management program, a documented process for completing PIAs (using PIA templates and approval procedures), a documented process for responding to

privacy breaches (using a breach report template) and mandatory privacy awareness training for all staff.

While CRD has an established privacy management program, further work is planned in 2023 and will be ongoing until all the requirements set out in the new Privacy Management Program Direction 02/22 are fully addressed.

#### Implementing Mandatory Privacy Breach Reporting

The CRD has an existing privacy breach reporting process and report template which were developed in accordance with the Office of the Information and Privacy Commissioner (OIPC) recommended tools. Further work is needed to enhance the current process in accordance with the amendments to the FOIPP Act and Regulation.

#### *Service Delivery Implications*

The FOI and Privacy team is small and comprised of one Manager and one part-time analyst. The number of FOI requests and PIAs continues to increase year over year limiting staff's capacity to develop new policy and program requirements or respond to the legislative changes.

The increase in FOIs carries a significant administrative overhead. Administering FOI requests involves many administrative tasks and generates many associated records to manage. As each decision and task administered under FOIPPA may be subject to an OIPC review, the process and communications for each request is heavily documented and retained for recordkeeping purposes, as part of each request's file.

Although the cumulative total number of pages staff reviewed and released over the years 2020-2022 has significantly dropped, as set out in Table 3, this change resulted from increased efforts between FOI and Privacy staff and applicants to narrow down the scope of requests to specific records wherever possible. Applicants generally do not wish to incur fees, and most broad requests can be narrowed down in scope through effective consultation between FOI and Privacy staff and the business areas responding. This process is more work for FOI and Privacy staff but results in less records to produce, review, process and release, which benefits everyone involved.

The time and effort require to review and complete a PIA greatly depends on the timing, scope and complexity of the initiative, including; the type and sensitivity of the information involved, the initiative's privacy impacts and mitigation requirements, physical, technical and security measures, processes, systems and stakeholders involved. Large initiatives may require multiple PIAs to address the different components. Business areas do not have privacy subject matter expertise to complete PIAs on their own and need guidance to develop their initiatives to be privacy compliant, which the PIA process provides. Further, PIAs for initiatives involving technology also require input and review by IT & GIS. As mentioned, service providers and external parties involved in an initiative requiring a PIA often need to provide input and are apprised of the CRD's obligations under FOIPPA.

PIAs are often time sensitive for the program area submitting them for review, which is challenging for the Manager, FOI and Privacy since they have concurrent FOIs and PIAs to manage and complete, along with other responsibilities. This is resulting in PIAs which cannot be completed before an initiative is implemented, or some PIAs are not completed, though certain FOIPPA requirements, like collection notice statements on surveys, are still addressed.

The number of privacy breaches that occur annually is relatively low and generally manageable

but could be very impactful on workload should a large incident occur that involves sensitive personal information.

*Alignment with Board & Corporate Priorities*

Access to information and privacy impact assessments fall under the Board Priority and Community Need for Accountability. These activities also support open government and business systems and processes in the Corporate Plan and are important for good governance.

**CONCLUSION**

The number of FOIs and PIAs has continued to grow in 2022. Moreover, the updated legislative requirements for conducting and completing PIAs are expected to result in significantly more initiatives which require them. While the CRD has an existing privacy management program, including privacy breach reporting, further work is planned in 2023 and will be ongoing until the new requirements are fully met.

**RECOMMENDATION**

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

Submitted by:	Sharon Byrch, Manager, Information Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: 2022 FOI Request Metrics Tables 1 - 4

**Table 1 – Types of Requestors**

Type of Requestor	Requests by Year		
	2022	2021	2020
Individuals	134	172	108
Realtors	66	24	Not Tracked
Law Firms	23	10	16
Other Commercial/Businesses	12	12	23
Associations and Societies	2	2	6
Federal/Provincial	5	5	7
Local Governments	4	13	8
RCMP and Police	1	0	2
Media	1	1	2
<b>Total</b>	<b>248</b>	<b>239</b>	<b>172</b>

**Table 2 – Requests by Department**

Requests by Department	Requests by Year		
	2022	2021	2020
Planning and Protective Services	213	192	123
Parks and Environmental Services	12	15	15
Executive Services	6	8	3
Corporate Services	7	5	11
Finance & Technology	0	4	1
Integrated Water Services	4	4	16
Capital Regional Housing Corp / Regional Housing	6	11	3
<b>Total</b>	<b>248</b>	<b>239</b>	<b>172</b>

**Table 3 – Summary of Documentation Released**

Year	Requests	Pages Reviewed	Pages Released	Average Review	Average Release	30 Day Extension
<b>2022</b>	<b>248</b>	8,730	6,344	35	26	2
<b>2021</b>	<b>239</b>	10,771	7,679	45	32	0
<b>2020</b>	<b>172</b>	15,280	11,790	88	69	2

**Table 4 – Summary of Fee Estimates Issued and Fees Collected**

Year	Requests	Total Requests with Fees	Total Fee Estimates Issued	Total Fees Collected (Paid)	Total Commercial Requests (Paid Fees)	Total Non-Commercial Requests (Paid Fees)	Total Requests Abandoned (Not Paid)
<b>2022</b>	<b>248</b>	8	\$3002.05	\$1134.99	2	3	3
<b>2021</b>	<b>239</b>	5	\$1,042.59	\$562.59	3	1	1
<b>2020</b>	<b>172</b>	6	\$8,415.00	\$873.70	2	1	3



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## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

---

**SUBJECT**     **Alternative Methods for Public Notice**

### **ISSUE SUMMARY**

Recent amendments to the *Community Charter* provide local governments two options for providing statutorily required public notice: (1) the default option of publication in a newspaper for two consecutive weeks; and (2) the new option of adopting a public notice bylaw specifying alternative means of publishing public notice.

### **BACKGROUND**

The *Local Government Act (LGA)* and *Community Charter (Charter)* require the CRD to provide advance public notice of matters of public interest (e.g., notice of public hearings; land dispositions; board meetings reporting on regional district finances; elector approval processes; amending the Board procedure bylaw; etc.).

The minimum requirements for public notice are set out in section 94 of the *Charter*. Until recently, this required local governments to provide public notice through publication in a newspaper for two consecutive weeks (with certain exceptions).

In February 2022, amendments came in force which now provide local governments with two options regarding public notice: to continue under the default rules of publication in a newspaper (section 94.1) or to adopt and follow a public notice bylaw (section 94.2). See Appendix A for legislative provisions.

The Province's intent in making these amendments is to modernize local government public notice requirements and to provide community choice, acknowledging that the requirement to publish notice in a newspaper does not always meet community needs or the realities of modern electronic communication.

#### *Option 1: The Default Public Notice Requirements (s. 94.1)*

Section 94.1 contains the default publication requirements, which continue to apply unless and until the Board adopts a bylaw under section 94.2. They have not changed. Under the default requirements, unless it is impractical to do so, a notice must be published:

- (a) in a newspaper that is distributed at least weekly
  - (i) in the area affected by the subject matter of the notice, and
  - (ii) if the area affected is not in the municipality, also in the municipality, and
- (b) unless an enactment provides otherwise, once each week for 2 consecutive weeks.

As the CRD has not yet passed a public notice bylaw, the CRD currently follows section 94.1.

*Option 2: The Public Notice Bylaw (s. 94.2)*

Section 94.2 provides that a local government may, by bylaw, provide for alternative means of notice publication. The bylaw must specify at least two means of publishing notice and consider the principles set out in the *Public Notice Regulation* before adoption (Appendix B). This requires that the Board consider the proposed means of communication are reliable; suitable for providing notices; and whether they are accessible. The regulation sets out the circumstances where these requirements are met.

A local government may specify any means of publication, provided that the council or Board considers the above principles before adopting the bylaw. Examples of publication include, but are not limited to, online or print newspaper, the CRD website, an e-mail subscription service, the CRD Facebook page, and a direct mail out.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:  
That staff report back through the Governance Committee on options for a public notice bylaw and policy.

*Alternative 2*

The Governance Committee recommends to the Capital Regional District Board:  
That the CRD continue with the status quo of using the default public notice method.

**IMPLICATIONS**

***Implications of Alternative 1***

*Policy & Intergovernmental Implications*

As the CRD encompasses a large area with a diverse mix of rural and urban needs, finding methods of public notice that are appropriate for the entire region may be challenging. While not required, the Board could consider pairing a public notice policy with the bylaw. The bylaw would set out the types of notice that the CRD provides every time public notice is statutorily required, while the policy could specify additional means of communication, over-and-above the minimum, for providing notice to specific areas that would be particularly affected by the subject matter of the notice. This approach would tailor notice requirements within the regional district.

*Financial Implications*

The CRD spends a considerable amount of money purchasing newspaper advertisements to meet its statutory public notice requirements. For example, in the recent 2022 General Local Election, CRD spent approximately \$27,000 on statutory advertisements. Recent amendments to the LGA now require public notice every time a board amends its board procedures bylaw, which is expected to increase the frequency of notices. The financial implications of adopting a public notice bylaw will depend on the methods the Board chooses to include in the public notice bylaw, however, alternate means of public notice that do not include publication in a newspaper, could amount to considerable savings on advertising.

*Social Implications*

The current public notice provisions may be inadequate for certain communities within the CRD that do not have easy or consistent access to newspapers. Developing a public notice bylaw would require the Board to actively consider whether notice by newspaper is the most appropriate means of informing CRD residents about important matters of public interest. However, if the CRD chooses to adopt a public notice approach that does not include publication in a newspaper, this may impact the revenue of local newspapers.

*Service Delivery Implications*

The current public notice requirement of two notifications by newspaper often causes scheduling and logistical challenges. It can be challenging to track and meet the publication schedules of the various newspapers across the region while also meeting statutory deadlines.

Adopting other means of public notice would require adjustments to the CRD's internal tools and procedures. For instance, the CRD website has neither a landing page nor an e-mail subscription service dedicated to statutory public notices. If the Board wishes to make either of those options a means of publication, modifications would be necessary.

*Alignment with Board & Corporate Priorities*

The development of a public notice bylaw and policy could serve to foster greater civic participation among diverse community members (Initiative 5d). The efficacy of publishing notices in a newspaper is questionable in this era where daily readership of local print media is not as prevalent as it may have been when the public notice requirements were first enacted. With a more customized approach to public notice, the CRD could strive to reach more people across the region and cultivate greater transparency about the work of the CRD.

***Implications of Alternative 2***

The Board is not required to adopt a public notice bylaw. It can choose to continue with the default method of two publications by newspaper. By choosing the status quo, newspaper readers would continue to be apprised of matters of public notice. Local newspapers would continue to benefit from the sales of advertisement space to the CRD.

While the CRD does not have a formal public notice policy, Corporate Communications has a practice of coordinating additional communication activities (beyond the statutory public notice requirements) for initiatives that involve electoral assent or opportunities for public participation. Additional communications include media releases, social media posts, digital and print display ads, and website updates and features on the website's home page.

Choosing to continue with the default method would not preclude the Board from adopting a public notice bylaw later.

**CONCLUSION**

With recent *Community Charter* amendments, the Board can choose between continuing to provide statutory public notice through two publications in a newspaper or adopting a public notice bylaw specifying alternate means for publishing public notice. The public notice bylaw option provides the opportunity to develop a customized approach to public notice with the aim of improving the reach, accessibility, and reliability of public notice across the region. Staff are

seeking direction from the Board as to whether to report back to the Governance Committee with options for a public notice bylaw and policy.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:  
That staff report back through the Governance Committee on options for a public notice bylaw and policy.

Submitted by:	Peter Nyhuus, J.D., Associate Legal Counsel, Legal and Risk Management
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: *Community Charter*, Sections 94, 94.1, and 94.2  
Appendix B: *Public Notice Regulation*, B.C. Reg. 52/2022

**Community Charter Sections 94, 94.1 and 94.2**

**Division 4 — Public Notice and Access to Records**

**Requirements for public notice**

**94** (1) If this or another Act requires notice to be given or published in accordance with this section, the notice must be published

- (a) in accordance with section 94.1 or 94.2, as applicable, and
- (b) by posting the notice in the public notice posting places.

(2) If a matter is subject to 2 or more requirements for publication in accordance with this section, the notices may be combined so long as the requirements of all applicable provisions are met.

(3) A council may provide any additional notice respecting a matter that it considers appropriate, including by the internet or other electronic means.

**Default publication requirements**

**94.1** (1) Unless a council has adopted a bylaw under section 94.2, and subject to subsection (3) of this section, a notice must be published

- (a) in a newspaper that is distributed at least weekly
  - (i) in the area affected by the subject matter of the notice, and
  - (ii) if the area affected is not in the municipality, also in the municipality, and
- (b) unless this or another Act provides otherwise, once each week for 2 consecutive weeks.

(2) The obligation under subsection (1) may be met by publication of the notice in more than one newspaper, if this is in accordance with that subsection when the publications are considered together.

(3) If publication under subsection (1) is not practicable, the notice may be given in the areas by alternative means so long as the notice

- (a) is given within the same period as required for newspaper publication,
- (b) is given with the same frequency as required for newspaper publication,
- and
- (c) provides notice that the council considers is reasonably equivalent to that which would be provided by newspaper publication.

(4) As an exception, subsection 3 (b) does not apply in relation to an area if the alternative means is by individual distribution to the persons resident in the area.

**Bylaw to provide for alternative means of publication**

94.2 (1) A council may, by bylaw, provide for alternative means of publishing a notice instead of publishing the notice in a newspaper in accordance with section 94.1 (1) (a) and (b).

(2) A bylaw adopted under this section must specify at least 2 means of publication by which a notice is to be published, not including posting in the public notice posting places.

(3) Subject to the regulations, a council may specify, in a bylaw adopted under this section, any means of publication, so long as, before adopting the bylaw, the council considers the principles prescribed by regulation under subsection (6) (a).

(4) Section 12 does not apply in relation to a council's authority to adopt a bylaw under this section.

(5) If a bylaw is adopted under this section, the applicable notice referred to in section 94 (1) (a)

(a) must be published by the means specified in that bylaw,

(b) subject to the regulations and unless this or another Act provides otherwise, must be published at least 7 days before the date of the matter for which notice is required, and

(c) if a period is prescribed for the purpose of this paragraph and unless this or another Act provides otherwise, must be published in the prescribed period before the date of the matter for which notice is required.

(6) The minister may make regulations as follows:

(a) prescribing the principles that must be considered before adopting a bylaw under this section;

(b) prescribing one of the means of publication that must be specified in a bylaw adopted under this section;

(c) requiring that one or more of the means of publication specified in a bylaw adopted under this section be selected from the prescribed means;

(d) for the purpose of subsection (5) (b), prescribing a number of days, other than 7 days, before the date of the matter for which notice is required;

(e) for the purpose of subsection (5) (c), prescribing a period of time.

B.C. Reg. 52/2022  
M55/2022

Deposited March 1, 2022

This consolidation is current to January 24, 2023.

[Link to consolidated regulation \(PDF\)](#)

### *Community Charter*

## **PUBLIC NOTICE REGULATION**

### **Definition**

- 1 In this regulation, "**Act**" means the *Community Charter*.

### **Principles for effective public notice**

- 2 (1) Before adopting, under section 94.2 of the Act, a bylaw providing for alternative means of publishing a notice, a council must consider the following principles:
  - (a) the means of publication should be reliable;
  - (b) the means of publication should be suitable for providing notices;
  - (c) the means of publication should be accessible.
- (2) Means of publication are reliable if
  - (a) they provide factual information, and
  - (b) publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.
- (3) Means of publication are suitable for providing notices if
  - (a) they allow all information in a notice to be displayed legibly,
  - (b) they allow a notice to be published by the required date, and
  - (c) they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.
- (4) Means of publication are accessible if
  - (a) they are directed or made available to a diverse audience or readership, and
  - (b) they are easily found.

[Provisions relevant to the enactment of this regulation: [Community Charter](#), S.B.C. 2003, c. 26, s. 94.2.]

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## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

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**SUBJECT**    **Establishment of an Accessibility Advisory Committee**

### **ISSUE SUMMARY**

To approve a Terms of Reference (TOR) to establish an Accessibility Advisory Committee (AAC), consistent with the *Accessible British Columbia Act*.

### **BACKGROUND**

In June 2021, the *Accessible British Columbia Act* became law and provides a framework to identify, remove, and prevent barriers to accessibility. To advise the province on matters related to accessibility and to support the development of accessibility standards, the Province of British Columbia established the Provincial Accessibility Committee. This included the creation of a forward-looking, three-year government accessibility plan, determining which other organizations the law will apply to and developing a feedback tool to ensure people throughout the province can provide input on identifying, preventing and removing barriers.

In September 2022, new regulations came into force which require local governments to establish by September 2023: (1) an accessibility committee; (2) an accessibility plan; and (3) a tool to receive feedback on accessibility. By the regulations:

- (1) Accessibility committees, to the extent possible, should have at least half of its members be persons with disabilities; represent a disability-serving organization. Membership should also reflect the diversity of British Columbians and have Indigenous representation. Committees may include members from inside or outside of the organization.
- (2) An accessibility plan should outline how the organization will identify, remove and prevent barriers to people in the organization or interacting with it. The plan must be reviewed and updated at least once every three years. In developing or updating the accessibility plan, an organization must consult with its accessibility committee and consider specified principles: inclusion; adaptability; diversity; collaboration; self-determination; and universal design. In updating the accessibility plan, an organization must also consider comments received through its public feedback mechanism.
- (3) A tool to receive feedback on accessibility will be developed and vetted through the AAC.

The attached TOR (Appendix A) has been prepared as the first step of creating an AAC. Consistent with the regulatory requirements, the key purpose of the AAC will be to:

- a) Provide recommendations on the development of an accessibility plan.
- b) Identify barriers of access to CRD services and programs for persons with disabilities in the community and recommend solutions for consideration by the CRD.

- c) Be available as a resource to CRD on matters relating to accessibility and participate in community engagement activities in an objective and unbiased manner, as needed, and avoid reflecting preferred outcomes.
- d) Collaborate and share information and best practices with other committees and organizations focused on supporting persons with disabilities.
- e) Provide input and advice to the Governance Committee on the best methods to engage the public and stakeholders.
- f) Ensure that the accessibility plan and community engagement are neutral, balanced and inclusive.
- g) Ensure that adequate information is provided to community members to enable them to provide informed feedback.
- h) Remain objective and unbiased while overseeing the process of the community education and participation.
- i) Review CRD accessibility plan every three (3) years.

The AAC will report its input to the CRD Governance Committee for consideration, with the CRD Board as the final decision-making authority. The Governance Committee will recommend AAC member appointments to the CRD Board, for up to a two-year term, and will appoint a member as the liaison between the AAC and the Governance Committee.

Recruitment of AAC members will be advertised for a minimum of 30 days in accordance with the CRD policy on Appointment of Public Members to External Boards and shortlisted by the Appointments Advisory Committee, which will in turn recommend appointments to the CRD Board.

Public members of the AAC would receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses. Honoraria are not intended for members who are representatives of organizations or businesses where they are employed. AAC meetings will be held at a minimum of every two months, and in a manner which is as accessible as possible by default.

## **ALTERNATIVES**

### *Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:

1. that the TOR for the Accessibility Advisory Committee (AAC) be adopted;
2. that staff be directed to proceed with recruitment of AAC members in accordance with the requirements of the CRD Appointment of Public Members to External Boards Policy;
3. that the TOR for Governance Committee be amended to include consideration of matters related to accessibility;

4. that public members of the AAC receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses; and
5. that staff report back on resources required to support the AAC as part of 2024 service planning.

*Alternative 2*

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

**IMPLICATIONS**

Social Implications

As required of the *Accessible British Columbia Act* and Regulation, the AAC will provide the CRD with recommendations on policies, programs, services, built environments, infrastructure, and outdoor spaces that improve the livability, inclusivity, and accessibility for persons with disabilities in the capital region. The AAC must be established and have undertaken work on an accessibility plan by September 2023.

Given the legislated timelines, staff will begin working on an interim accessibility plan to ensure the plan is in place prior to September 2023, with the intention of reviewing it with the AAC once appointed. Staff anticipate the initial plan would be further developed and refined by the AAC members in accordance with the AAC's mandate and identified priorities.

Financial Implications

AAC members would receive an honorarium for their service. The CRD Board budget will be amended to account for this payment.

The establishment of this new committee will require additional staff time and other resources necessary to assist with administration of the committee meetings and implement the recommendations of the AAC. The required resources will be advanced through the 2024 service planning process and incorporated into the 2023-2027 Financial Plan.

Service Delivery Implications

Resources to lead the coordination and outcomes of the AAC will require replanning of other service requirements and will be evaluated for the 2024 service and financial planning process.

**CONCLUSION**

In September 2022, new regulations of the Province of British Columbia came into force which require local governments to establish, by September 2023, an accessibility committee, an accessibility plan and a tool to receive feedback on accessibility. Adoption of a TOR for an AAC and recruitment of committee members is the first step in meeting this new legislated requirement.

**RECOMMENDATION**

The Governance Committee recommends to the CRD Board:

1. that the TOR for the Accessibility Advisory Committee (AAC) be adopted;
2. that staff be directed to proceed with recruitment of ACC members in accordance with the requirements of the CRD Appointment of Public Members to External Boards Policy;
3. that the TOR for the Governance Committee be amended to include consideration of

- matters related to accessibility;
4. that public members of the AAC receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses; and
  5. that staff report back on resources required to support the AAC as part of 2024 service planning.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager Human Resources & Corporate Safety
Concurrence:	Steve Carey, Acting General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: CRD Accessibility Advisory Committee Terms of Reference

# Terms of Reference

CRD

## CRD ACCESSIBILITY ADVISORY COMMITTEE

### PREAMBLE

The Capital Regional District (CRD) Accessibility Advisory Committee (AAC) is an advisory committee of the CRD Governance Committee created further to the *Accessible British Columbia Act*. The AAC is established to provide recommendations on improving accessibility to the Governance Committee on CRD policies, programs, services, built environments, infrastructure, and outdoor spaces that to improve the livability, inclusivity, and accessibility for persons with disabilities in the capital region.

The Committee's official name is to be:

### Accessibility Advisory Committee

### 1.0 PURPOSE

The Accessibility Advisory Committee will:

- a) Provide recommendations on the development of an accessibility plan.
- b) Identify barriers of access to CRD services and programs for persons with disabilities in the community and recommend solutions for consideration by the CRD.
- c) Be available as a resource to the CRD on matters relating to accessibility and participate in community engagement activities in an objective and unbiased manner, as needed, and avoid reflecting preferred outcomes.
- d) Collaborate and share information and best practices with other committees and organizations focused on supporting persons with disabilities.
- e) Provide input and advice to the Governance Committee on the best methods to engage the public and stakeholders.
- f) Ensure that the accessibility plan and community engagement are neutral, balanced and inclusive.
- g) Ensure that adequate information is provided to community members to enable them to provide informed feedback.
- h) Remain objective and unbiased while overseeing the process of community education and participation.

- i) Review CRD accessibility plan every three (3) years.

## **2.0 ESTABLISHMENT AND AUTHORITY**

- a) The Governance Committee will:
  - Recommend AAC member appointments to the CRD Board for up to a two-year term; and
  - Appoint a member as the liaison between the AAC and the Governance Committee.
- b) The AAC will appoint a Chair and a Vice-Chair on an annual basis.
- c) The AAC will report its input to the Governance Committee for consideration. The CRD Board is the final decision-making authority.

## **3.0 COMPOSITION OF VOTING MEMBERSHIP**

- a) To the extent that it is possible, members will be people from diverse backgrounds, including Indigenous peoples, no less than half of whom must either be persons with disabilities or persons representing a disability-serving organization.
- b) The AAC will be composed of at least five (5), and up to 11, members.
- c) The AAC may include both members external and internal to the CRD organization.
- d) Members will be appointed for a 2-year term (except in the first year when 3 citizen appointments will be appointed for a 1-year term to allow for staggered expiration terms).
- e) A term will equal 2 years, and members will serve no more than 3 consecutive terms (i.e. 6 years).
- f) Public members of the AAC will receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses. Honoraria are not intended for members who are representatives of organizations or businesses where they are employed.
- g) AAC vacancies will be publicly posted for a minimum of 30 days and appointments will be made in accordance with the CRD Appointment of Public Members to External Boards Policy.

## **4.0 PROCEDURES**

- a) The CRD Board Procedures Bylaw will apply.
- b) The AAC shall meet at a minimum of every two (2) months at the call of the Chair and have special meetings, as required.
- c) The agenda will be finalized in consultation between staff and the Chair.

- d) A quorum is a majority of the committee membership and is required to conduct committee business.
- e) AAC meetings will be held in a manner which is as accessible as possible by default, including but not limited to: accessible meeting locations; use of accessible hybrid virtual meeting technology; provision of accessibility supports including ASL interpreters and live caption services; and other as identified by the AAC.

**5.0 RESOURCES AND SUPPORT**

- a) The Senior Manager, Human Resources and Corporate Safety, will lead the coordination and allocation of resources to the Committee.
- b) Appropriate CRD staff and resources will be provided to assist with the activities of and support to the AAC.
- c) Minutes and agendas are prepared and distributed by the Legislative Services division.

Approved by the CRD Board on \_\_\_\_\_



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## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

---

**SUBJECT**     **Administrative Policy for Intergovernmental Relations and updated Terms of Reference for the Executive Leadership Team**

### **ISSUE SUMMARY**

To provide an intergovernmental relations policy to ensure a consistent and respectful approach to relations with other governments including municipalities, regional districts, First Nations' governments, as well as the provincial and federal government and their entities. In addition, an updated Terms of Reference for the Executive Leadership Team (ELT) is provided.

### **BACKGROUND**

Within the legislative framework which the Capital Regional District (CRD) Board and administration of the CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) operate, the CRD Board, its members and staff must work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region's residents.

CRD 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.

The CRD participates in a range of strategic intergovernmental relations activities in order to:

- Advise other governments of regional, sub-regional and local priorities, initiatives, and actions;
- Influence other governments' actions to better support regional priorities and objectives and to mitigate negative impacts;
- Engage with other governments including First Nations' governments to develop and maintain good constructive relationships; and
- Achieve more informed decision-making by all levels of government.

It is important that the CRD articulates a common position and speaks with one clear voice in order to effectively communicate its messages and influence other levels of government to make better, more informed decisions.

An Intergovernmental Relations Policy has been prepared (Appendix A) that guides intergovernmental relations protocols, roles, and responsibilities for CRD Board members and CRD staff.

In addition, with a commitment to transparency and accountability, the Executive Leadership Team's Terms of Reference have been updated (Appendix B) to include accountability statements for its senior executives.

## **IMPLICATIONS**

### *Intergovernmental Implications*

Building productive and effective intergovernmental relationships requires robust communication and coordination across the organization about intergovernmental relations activities and issues, and all departments and staff must work collaboratively on issues that involve the CRD's relationship with other governments.

CRD intergovernmental relations activities include the following:

- Cooperation, partnerships and communications between the region and other governments including other municipalities, regional governments, First Nations' governments, the provincial government, and the federal government to achieve mutual objectives;
- CRD policies or legislative initiatives that require or request legislative or regulatory activity and/or funding by other governments, or are matters of mutual interest with other governments;
- CRD policy or legislative initiatives that will have a significant financial or policy impact on other governments;
- Provincial and federal policy consultations, legislative processes, governance review and regulatory changes;
- Agreements with other governments; and
- Briefings to senior staff and elected officials about intergovernmental issues.

Although the policy applies to all departments and employees of the organization, specific roles and responsibilities are set out in the policy for the CRD Chair and Board, CAO, General Managers, and the Senior Manager of Corporate Communications.

### *Alignment with Existing Plans & Strategies*

The Intergovernmental Relations Policy is aligned with the CRD's Advocacy Strategy. An updated Advocacy Strategy, reflecting the CRD Board's 2023 – 2026 Priorities will be presented in the second quarter.

## **CONCLUSION**

An intergovernmental relations policy has been prepared that guides intergovernmental relations protocols, roles, and responsibilities for CRD Board members and staff.

The Executive Leadership Team's Terms of Reference has also been updated to ensure a consistent approach to relations with other governments and includes key accountabilities for the CRD's senior executives.

**RECOMMENDATION**

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

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
Concurrence:	Steve Carey, Acting Corporate Officer & General Manager, Corporate Services

**ATTACHMENT(S)**

- Appendix A: Intergovernmental Relations Policy
- Appendix B: Executive Leadership Team – Terms of Reference



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## CAPITAL REGIONAL DISTRICT CORPORATE POLICY

Policy Type	Administrative		
Section			
Title	INTERGOVERNMENTAL RELATIONS POLICY		
Adopted Date		Policy Number	ADM93
Last Amended			
Policy Owner	Executive Services (CAO Office)		

### 1. POLICY:

The Capital Regional District (CRD) will protect and advance the political, economic, environmental, social and cultural interests of the people in the capital region by pursuing and fostering intergovernmental relations with other governments including other municipalities, regional governments, First Nations' governments, and the provincial and federal government in a strategic manner.

The CRD is involved in a range of strategic intergovernmental relations activities in order to:

- Advise other governments of regional, sub-regional and local priorities, initiatives, and actions;
- Influence other governments' actions to better support regional priorities and objectives and to mitigate negative impacts;
- Engage with other governments including First Nations' governments to develop and maintain good constructive relationships; and
- Achieve more informed decision-making by all levels of government.

It is important that the CRD articulates a common position and speaks with one clear voice in order to effectively communicate its messages and influence other levels of government to make better, more informed decisions.

Where beneficial to the interests of the capital region, the CRD may negotiate and enter into formal written agreements and arrangements with other governments.

### 2. PURPOSE:

The Intergovernmental Relations policy will ensure a consistent and respectful approach to relations with other governments including municipalities, regional districts, First Nations' governments, as well as the provincial and federal government and their entities. This will be done by establishing the protocols and procedures required to interact and work together on multi-jurisdictional issues of mutual concern to promote cooperation, collaboration and communication between the region and other governments to ensure that CRD services are delivered efficiently and effectively to the region's residents.

### 3. SCOPE:

This policy applies to all departments and employees of the CRD.

#### 4. **AUTHORITY AND ACCOUNTABILITY:**

##### 1. General

This policy is issued under the authority of the Chief Administrative Officer (CAO). The authority to make exceptions and approve revisions to this policy rests with the CAO. Authority and accountability are further defined as follows:

- a. the CAO is accountable to the CRD Board for the implementation of this policy.
- b. the Executive Leadership Team (ELT) is responsible for the administration of the policy.

##### 2. Specific

The CRD Chair and Board:

- a. the CRD Chair is the lead on the regional intergovernmental relations and issues with other governments. The Chair may designate others to communicate certain intergovernmental issues.
- b. represent the region with other levels of government through direct communication and participation on committees and local municipalities.
- c. will review recommendations and will make decisions to set the overall direction of intergovernmental relations positions, strategy, goals and plans.
- d. may authorize CRD staff to enter into, renew or amend intergovernmental agreements.

##### 3. The CAO:

- a. will approve guidelines, policies and procedures concerning intergovernmental relations.
- b. supports the CRD Board Chair and Board on the region's strategic intergovernmental relationships and initiatives and ensures coordination across all departments of the organization.
- c. provides direction and supervision to staff undertaking intergovernmental and external relations and protocol work and provides updates on the region's intergovernmental initiatives at ELT meetings.
- d. will provide quarterly reports to the CRD Board on significant intergovernmental relations activities.

##### 4. The General Managers:

- a. may make recommendations to the CRD Board with CAO concurrence, for the overall direction of the CRD intergovernmental relations positions, strategy, goals and plans.
- b. will oversee the conduct of complex and high-profile intergovernmental projects and files under the department's responsibility including coordination of content and communications from departmental staff and external resources assigned to support these projects or files.
- c. are responsible for communicating with staff of other governments on a regular basis as part of their divisional responsibilities, as well as lead and participate in consultations with other governments as part of the policy development process.
- d. and their staff are also responsible for supporting the CRD Board Chair, CRD Board and CAO in communicating the region's positions on initiatives of other governments and identifying opportunities to further the region's agenda with other levels of government.
- e. will report to the CAO on significant intergovernmental relations activities within their departments.
- f. will maintain an inventory of intergovernmental agreements approved by the CRD Board.

##### 5. The Senior Manager of Corporate Communications:

- a. is the main point of contact with external government agencies regarding external communications activities.

6. All CRD Employees:
  - a. will ensure that they advise their Senior Manager or General Manager about any intergovernmental relations activities within their divisions and areas of work.

**7. AMENDMENT(S):**

Adoption Date	Description:
	Initial adoption date.

**8. REVIEW(S):**

Review Date	Description:
Three years from adoption	

**9. RELATED POLICY, PROCEDURE OR GUIDELINE:**

CRD Advocacy Strategy

ADM 18, Media Relations Policy

# Terms of Reference

CRD

## Executive Leadership Team (ELT) Terms of Reference

### PREAMBLE

The Capital Regional District's Executive Leadership Team (ELT) consists of the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Corporate Officer and the General Managers (GMs) who are all Officers of the Corporation. These Officers direct the departments and divisions across the Corporation and work collaboratively to:

- Consider strategic issues related to the organization.
- Discuss solutions to organizational challenges;
- Make decisions effectively on behalf of the organization and in the interests of the CRD Board;
- Provide direction on corporate-wide policies, systems, projects, and initiatives; and
- Ensure our employees are supported and empowered to achieve organizational goals.

The success of the organization is measured by how well the entire organization performs in effectively and efficiently delivering services to the residents of the region and in its' ability to advance Board and Corporate priorities within an approved Board budget. It is a key responsibility of ELT to ensure that the actions, directions, and policies of management are aligned to achieve these objectives and to strengthen our foundational core and ensure that we have an engaged workforce that is valued and supported.

### 1.0 PURPOSE

The CAO and members of the ELT have administrative responsibility and delegated authority for strategic leadership of the organization. The group meets to ensure a good understanding and consideration of the issues that extend beyond department and divisional operating mandates and that directs implementation of strategic direction, policies, systems, and processes that support overarching corporate goals. Decisions are made in the best interests of the organization as a whole.

### 2.0 AUTHORITY AND KEY ACCOUNTABILITIES

Members of the ELT work directly with elected officials, the Board and key stakeholders who are crucial to the operation, reputation and success of the CRD. The Board must rely on corporate controls and culture that reinforce the highest standards of governance and accountability. The ELT is responsible for managing matters that concern the Board and the organization as a whole, including leadership, culture, strategic direction, governance, organizational compliance with statutory and legal obligations and policies, corporate strategy, the management of the relationships with the Board, Committees/Commissions, risk management, staffing and organizational capacity, CRD infrastructure and financial resources. The ELT members' authority and key accountabilities is further defined as follows:

- a) provide strong leadership, driving employee engagement and organizational culture aligned with the cultural traits and values of the CRD;
- b) the General Managers and/or CAO will oversee the conduct of complex and high-profile intergovernmental projects and files under their department's responsibility including coordination of content and communications from Departmental staff and external resources assigned to support these projects or files, ensuring the CRD's interests and views are appropriately conveyed and actively pursued;
- c) allocate and commission work requested by the Board, its Committees/Commissions, and the CAO, and assigned to their department, to the appropriate departmental staff resource considering the nature, complexity and corporate profile of the assignment;
- d) ensure, with the CAO, that open and constructive working relationships are established and maintained with key stakeholders and regulatory agencies;
- e) monitor and escalate any Departmental matter to the CAO and Board that could be considered high risk, contentious, financially significant, or potentially reputationally damaging;
- f) provide accurate and timely information, advice and recommendations to the CAO, Board, and Committees/Commissions;
- g) adhere to standards of personal, professional and ethical behaviour, as outlined in the CRD General Standards of Conduct policy;
- h) participate in Board, Committee/Commission, departmental and divisional meetings to ensure agenda items and discussions align with CRD's Board and organizational visions, Board and corporate strategic direction, and operating requirements, and that meetings provide an environment that support constructive discussion and debate; and
- i) oversee departmental, divisional, service and program operations and budgets under their department's responsibility.

### **3.0 PROCEDURES**

#### **ELT Meeting Agendas**

The agenda is approved by the CAO as prepared and circulated by the Manager of Executive Administration. Agendas, detailed minutes, and action item list are prepared and distributed by the Manager, Executive Administration. The agenda for the regular business meeting will typically include the following items:

- Approval of minutes
- Safety Moment
- CAO and GM updates
- ELT business
- Corporate reports
- Policy review

Items for the agenda are to be received by 12 noon on the Monday before the meeting and the final agenda will be distributed by 4:30 p.m. that day; late items or supporting documents will be redirected to the next ELT agenda with available space, or a decision can be made by ELT to accept urgent items requiring action that are not received within the timeline.

### **ELT Meeting Schedule**

ELT will typically meet:

Weekly to review Board, Standing Committee, and select Commission Agendas:

- a) to ensure progress on projects, initiatives and programs and regular reporting to the Board; and
- b) Identify issues requiring communication or formal release to the media in conjunction with Board and Committee decision making.

Twice monthly to conduct regular business including the following standing items:

- a) To consider organizational interests including corporate risks and safety, corporate strategy, and emergent issues at the call of the CAO.
- b) To consider items submitted for review and decision by ELT members;
- c) To assess alignment of Board and corporate priorities and corporate actions through a review of Board decisions; and
- d) To consider and review corporate policies and procedures.

Periodically to review the following reports and information:

- Annual Report
- Financial Statements and Financial Variance Reports (quarterly written and presented Variance Reports)
- Climate Action
- Service Planning and Initiative Business Cases
- Financial Plan (provisional and annual)
- Legal/Risk Update (quarterly written report and annual presentation)
- Contracts Update (quarterly written report and annual presentation)
- Freedom of information requests (annual written report and presentation)
- CRD Internal Events and Activities (annual written report and presentation)
- Strategic Planning (annual written report and presentation prior to annual Board check-in)
- Information Technology IT Strategy (quarterly written report and annual presentation)
- Human Resources and Corporate Safety CAO Quarterly & HR Strategy (quarterly written report and annual presentation)
- Corporate Communications Strategy (quarterly written report and annual presentation)

As necessary to participate on other organizational committees.

### **ELT Meeting Procedures**

The ELT meetings that occur twice monthly will normally be scheduled in two parts. The first part of the meeting will be scheduled with ELT only to discuss confidential matters and will be supported by the CAO. Reportable information, decisions and actions arising from this part of the meeting will be provided to the Manager, Executive Administration by the CAO for recording. The

second part of the meeting will be supported by the Manager, Executive Administration, who will schedule the meetings to include staff who are supporting agenda items for decision. Generally, all reports for ELT information or decision will be prepared and presented using the staff report templates (attached), presenting background, alternatives, implications, and a recommendation to address the issue and exceptions will be agreed to between the GMs and the CAO.

### **Reporting**

The Manager, Executive Administration working with the Senior Manager, Corporate Communications will ensure key organizational decisions are communicated to staff on CRD Central. A monthly ELT Brief will be made available to exempt staff on the ELT SharePoint site.

Policy decisions or changes to policies will be reviewed in accordance with the CRD Policy Management Framework and will be posted on CRD Central.

ELT strategies will be communicated by the CAO at Managers' Meetings and on CRD Central.

*Updated: March 31, 2023*



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## REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

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**SUBJECT**    Reaching Home Program

### **ISSUE SUMMARY**

An information report is being provided to update the Capital Regional District (CRD) Board on the ongoing implementation of the Reaching Home Program (RHP).

### **BACKGROUND**

The RHP is a community-based program aimed at preventing and reducing homelessness across Canada. This program provides funding to urban, Indigenous, rural, and remote communities to help them address their local homelessness needs. The RHP aligns with the goals of the National Housing Strategy (NHS) to support the most vulnerable Canadians in maintaining safe, stable, and affordable housing and to reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028.

In March 2019, the CRD entered into two agreements with the Government of Canada to fulfill the role of Community Entity (CE) in administering the RHP for the Designated Communities and Indigenous Homelessness funding streams. As the CE, the CRD is responsible for the administration of funding and provision of financial contributions through sub-project funding agreements to local organizations, including non-profits and First Nations. Local priorities are set out in the 'Community Plan to End Homelessness', which is approved by a Community Advisory Board (CAB). Appendix A, attached, contains a summary overview of the range of sub-projects currently supported through the RHP.

The CAB supports the CRD, as CE, in implementing the RHP by undertaking the following activities:

- Provides advice to the CE in its actions directed toward fulfillment of its roles and responsibilities directed through the RHP;
- Provides advice to the Greater Victoria Coalition to End Homelessness (GVCEH) on CE responsibilities delegated to the GVCEH. The GVCEH is now known as the Alliance to End Homelessness in Greater Victoria (AEH);
- Collaborates with the Indigenous Homelessness Community Advisory Board (ICAB) to ensure effective coordination of funding for the purpose of service delivery in the community;
- Develops an engagement strategy that includes detail on how it will achieve and sustain broad and inclusive representation;
- Provides approval of a Community Plan that includes outcomes and indicators to be used to guide action and monitor progress toward effectively addressing issues related to homelessness in the Greater Victoria area;
- Provides assessments and recommendations for projects and funding;
- Represents broad and inclusive community viewpoints and perspectives;
- Supports the CRD and its partners in the planning and implementation of Coordinated Access and Assessment (CAA); and
- Approves Community Progress Reports.

The Greater Victoria AEH responsibilities, as related to the RHP, are outlined in the CAB Terms of Reference, and include the following:

- Coordinating government agencies, non-profits, health services and community organizations around the delivery of housing and services directed toward efforts to reduce homelessness in the region, and report to the CAB through the AEH Executive Director;
- Supporting engagement in the development of a Community Plan that includes outcomes and indicators to be used to guide action and monitor progress toward effectively addressing issues related to homelessness in the capital region;
- Engaging with key community organizations and individuals, including Indigenous, in the community beyond the homeless serving sector and gather all available information related to the community's local homelessness priorities, and develop a coordinated approach to addressing homelessness in the region;
- Receiving and reporting on quantitative and qualitative data that outlines progress toward the achievement of the goals of the regional Community Plan to End Homelessness; and
- Providing advice and feedback on any plans or strategies required by the Government of Canada related to the CE's delivery of the RHP.

Appendix B, attached, depicts the RHP governance structure.

## **IMPLICATIONS**

### *Social Implications*

The RHP Designated Communities funding supports several community outputs and is funding 17 sub-projects with work underway. Appendix A includes details on funding amounts for each project for 2022-24 and a brief description of activity areas. Projects are identified through open Calls for Proposals (CFPs) with priorities guided by the 'Community Plan to End Homelessness' and specific focuses recommended by the CAB. Upon receipt of applications for funding, CE staff screen applications for eligibility and then distribute to CAB members for evaluation and scoring which results in a list of project recommendations,

### *Governance*

As an outcome of consultation with Indigenous stakeholders, the Government of Canada convened the first meeting of an Indigenous CAB on May 28, 2021. The CRD acted in the role of Indigenous Homelessness CE from 2019-22, administering a total of \$1,150,632 through the three-year agreement. In August 2021, the Indigenous CAB recommended that the Victoria Native Friendship Centre (VNFC) assume the responsibility of the Indigenous Homelessness CE. In March 2022, the VNFC assumed the role of the CE for Indigenous Homelessness Funding. The CRD and VNFC, as local CEs, are actively identifying areas of possible collaboration including working together on upcoming Community Homelessness Reports required by the Government of Canada.

The CRD, as CE for Designated Communities, organizes quarterly CAB meetings, with meetings in 2022 occurring in February, June, September and December. Each meeting included an update on administrative activities undertaken by the CE in the previous quarter, progress updates on coordinated access and assessment (CAA)/Homeless Individuals and Families Information System (HIFIS) implementation and the following important decision-making activities:

February

- CAB members provided the CE recommendations towards new projects to be funded based on applications received from a CFP advertised in December 2021. This resulted in three new projects being funded in 2022-24.

June

- With the Government of Canada indicating additional funding was becoming available, the CAB recommended an updated Investment Plan. The updates increased investment towards Coordination of Resources and Data Collection activities.
- Supported by the updated Investment Plan, the CAB recommended a strategy for a CFP to be advertised in July 2022, and that funds be made available to conduct a Point-in-Time Count in 2023. Priorities for the CFP recommended by the CAB included programs to support Indigenous people experiencing homelessness, women fleeing violence and youth.

September

- CAB members provided the CE recommendations towards new projects to be funded based on applications to the CFP. This resulted in four existing projects receiving budget increases and seven new projects.

December

- The CAB endorsed the Community Homelessness Report as presented by the CE. This report was then submitted to the Government of Canada.

*Financial*

As the CE, the CRD is administering a total of \$11.6M in Designated Communities funding between 2019 and 2024. As part of the Federal Budget 2021, the Government of Canada announced incremental funding for the RHP. Table 1 shows the total provided by the Government of Canada by fiscal year.

**Table 1: Designated Communities (DC) Funding by Year**

<b>Designated Communities</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>5 Year Total</b>
Administrative Funding	\$132,488	\$130,613	\$511,759	\$484,127	\$479,181	<b>\$1,738,158</b>
Sub-Project Funding	\$750,765	\$740,140	\$2,899,913	\$2,743,385	\$2,715,359	<b>\$9,849,562</b>
<b>TOTAL:</b>	<b>\$883,253</b>	<b>\$870,753</b>	<b>\$3,411,672</b>	<b>\$3,227,512</b>	<b>\$3,194,540</b>	<b>\$11,587,720</b>

The RHP includes several activities providing financial oversight. Quarterly, the CE submits claims to the Government of Canada based on actuals spent. This is in addition to an annual financial monitor conducted by the Government of Canada and an annual audit of program activities conducted by a third party.

Coordinated Access and Assessment (CAA)

Various iterations of CAA have been in place for several years beginning with the Island Health-led Centralized Access to Supported Housing (CASH) system in 2012. CAA is a process where individuals and families, who are experiencing or at risk of homelessness, are directed to community level access points to be assessed on depth of need, prioritized for housing support

services, and matched to available housing focused interventions. As the homelessness intervention landscape evolved and expanded and as additional research was undertaken to establish an evidenced-based foundation to support more effective approaches to connecting individuals experiencing chronic or episodic homelessness to supportive or supported housing programs, the efficacy of the CASH process was revisited in 2017 and 2018. On March 1, 2019, the CASH process was replaced by a CAA model that was developed in partnership between BC Housing, Island Health and the CRD. This process was built to streamline the access to approximately 1,600 units of supportive and supported housing across more than 46 buildings in the capital region. It is important to note that the 2019 CAA process was heavily impacted though the COVID-19 pandemic and is further impacted though the opening of a significant number of new supportive projects across the region. The partners continue to work collaboratively to build on existing systems and process where possible and are working to improve while also working to meeting the requirement of the RHP, which are outlined below.

Specific to the RHP, and to better support the transition to an outcomes-based approach, RHP-funded communities are required to implement a CAA process supported by a by-name list in their community. Designing and implementing a CAA process was initially required by March 31, 2022, which was subsequently extended to March 31, 2023. A Community Planner has been funded through the RHP to develop an enhanced process collaboratively with community, and more specifically, with BC Housing and Island Health with a CAA Advisory Group, that includes leadership from Island Health, BC Housing and the CRD, working together to advance this work. The intention of this working group is to develop and implement the next iteration of a CAA process that will better support people at-risk of or experiencing homelessness in the capital region. The CAA Advisory Group has developed a governance model, goals and principles and is currently working on a CAA model, all supported by the Community Planner.

Due to the dependency on the CAA requiring a fully functional HIFIS system (see section below), the CRD will not meet its March 31, 2023 timeline. Staff proactively engaged the Government of Canada throughout 2021 and 2022 to identify the criticality of developing a process that includes BC Housing and Island Health as CAA is expected to cover access, assessment, prioritization, and a matching of the referral to housing and social/clinical services where required. As the CRD is making demonstrable progress and is working collaboratively with BC Housing, Island Health as well as the myriad of housing and support service entities active in the capital region, the Government of Canada has not expressed concern related to the CRD's revised timelines. It is expected that work toward CAA will continue through 2023 with an anticipated launch ahead of March 31, 2024, which is the anticipated expiry of the 2019 – 2024 Contribution Agreement that provides the funds for RHP activities.

#### Homeless Individuals and Families Information System (HIFIS)

HIFIS is a Homeless Management Information System (HMIS) and is a requirement of all Designated Communities where an equivalent system is not already in place. HIFIS is supported by Infrastructure Canada and licenses have been made available to communities at no cost. Further, HIFIS is critical in the design and implementation of a fully functioning CAA process as the data infrastructure built through HIFIS is needed to enable prioritization, matching and referral activities. In BC, BC Housing holds the HIFIS license for the entire province has deployed HIFIS to support its funded shelter and outreach programs with the underlying data architecture not originally intended to include non-BC Housing-funded programs, such as those supported through RHP. The current application of HIFIS in BC does not support a by-name list or outcomes-based approach. Starting in mid-2022, BC Housing began to explore deploying HIFIS to additional agencies and programs across the province, which will support coordination of service delivery and data collection on services and housing outcomes. This is expected to begin with one

community in BC in the spring of 2023 with others to follow. There is no timeline yet for the CRD to be included in this phased rollout, but staff continue to work closely with staff from BC Housing and are expecting to be onboarded before March 31, 2024, parallel to ongoing work related to CAA. Tangible progress is being made where in February 2023, BC Housing provided a draft Project Charter and Governance Model to RHP communities related to the expanded use of HIFIS in BC. The CAA Planner and RHP staff are regularly meeting with representatives from Infrastructure Canada, BC Housing, and other BC communities to advance HIFIS implementation to meet Reaching Home Program requirements. Specific next steps will include finalizing the Project Charter, engaging required expertise in support of data infrastructure, and reviewing governance and privacy items. Similar to work on CAA, CRD staff have been proactively meeting with staff from the Government of Canada and no concerns have been raised to-date related to the CRD's anticipated timeline for HIFIS implementation.

**CONCLUSION**

The CRD, as the CE, established a CAB to support the Reaching Home program and fulfil its obligations to the Government of Canada. The CAB provides recommendations on funding for sub-projects and priority areas. Supported by the CAB, the CRD is administering \$11.6M in RHP funding and working towards fulfilling its obligation regarding HIFIS and CAA implementation in the capital region.

**RECOMMENDATION**

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

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Reaching Home Sub-Project Summary Chart
- Appendix B: Reaching Home Governance Model

## Appendix A - Reaching Home Sub-Project Descriptions

DESIGNATED SUB-PROJECTS 2022-24					
Organization	Sub-Project Title	2022-23 Funding	2023-24 Funding	Total Funding 2022-24	Project Description
Pacifica Housing	Streets to Homes	\$289,065	\$297,737	<b>\$586,802</b>	The Streets to Homes Program is a community collaboration that moves chronically homeless adults into permanent housing while providing customized support. Using a Housing First approach, this program sets up a framework of support that assists clients to achieve independence.
Pacifica Housing	Community Connections	\$62,121	\$63,364	<b>\$125,485</b>	The Community Connections Program is a client-centred homeless prevention program that funds a Tenant Support Worker to proactively identify and provide immediate support services for vulnerable tenants struggling with independent-living within Pacifica's portfolio of subsidized and rent-geared-to-income (RGI) buildings. Tenants supported through Community Connections include those with a history of chronic and episodic homelessness, mental health and substance misuse concerns, and those who had previously participated in other housing programs.
Peers Victoria Resources	Housing Outreach and Support	\$160,059	\$214,133	<b>\$374,192</b>	Peers provides housing and case management services to people who may be from the sex industry. Housing outreach and support workers are providing assistance with eviction prevention, housing placements and life skills development. Their service model is harm reduction oriented and based on peer leadership.
Burnside Gorge Community Association	Supporting Families Transitioning to Permanency	\$136,529	\$136,871	<b>\$273,400</b>	Housing Outreach Workers are assisting families that are experiencing homelessness or precariously housed transitioning into stable, long-term housing. Qualified families will be able to access up to \$3,000 to cover costs associated with transitioning to permanent housing, including first months' rent, damage deposit, utility and service connections, furniture and basic needs supplies. Additional support will be offered by Housing Outreach Workers liaising with landlords and acquiring income assistance or other financial resources.
Threshold Housing Society	Youth Homelessness Prevention & Housing Stabilization	\$139,533	\$233,598	<b>\$373,131</b>	Threshold helps at risk youth aged 16-14 build self-reliance by providing transitional housing, life skills supports and life skills development. As youth become more self reliant, they graduate to more independent living situations supported by youth engagement liaisons.
John Howard Society - Victoria	Housing Access Team (HAT)	\$401,246	\$570,380	<b>\$971,626</b>	A collaborative, community-based program that will focus on moving individuals through the housing continuum and into suitable, permanent housing. Staff will work one on one with each client, removing as many barriers to housing as possible.
Victoria Cool Aid Society	Indigenous Tenant & Cultural Supports	\$145,167	\$150,880	<b>\$296,047</b>	The Victoria Cool Aid Society is providing housing and cultural supports to Indigenous people who are homeless or at risk of homelessness. The program funds an Indigenous Client Services worker and Elders, along with a rich variety of cultural activities, life skills education and support, contact with Elders, and supports to connect with clinical services.

## Appendix A - Reaching Home Sub-Project Descriptions

<b>Victoria Cool Aid Society</b>	Positive Flow Client Service Worker	\$98,978	\$103,811	<b>\$202,789</b>	The Victoria Cool Aid Society is being funded for a Client Service Worker to assist clients who are ready to move from supportive housing into more independent, affordable rental housing in the CRD. This will free up supportive housing for people experiencing homelessness in the community.
<b>Beacon Community Association</b>	Homelessness Prevention Fund (HPF)	\$146,139	\$210,429	<b>\$356,568</b>	The HPF is a partnership between eight organizations working together to provide emergency assistance to individuals and families who are in financial crisis and at imminent risk of losing their housing through provision of non-repayable subsidies to cover rent or utilities.
<b>CRD</b>	Community Planner	\$165,737	\$137,887	<b>\$303,624</b>	Tasked with developing the local Coordinated Access and Assessment process and use of the Homelessness Individuals and Families Information System in Greater Victoria, the CRD Community Planner will be key in the CRD meeting the requirements of the Reaching Home Program.
<b>Community Social Planning Council</b>	2023 PiT Count	\$71,026	\$45,774	<b>\$116,800</b>	The Community Social Planning Council of Greater Victoria coordinated the 2023 Point-in-Time Count in March 2023 and will be reporting results later in the year. Activities include working closely with the Aboriginal Coalition to End Homelessness and Volunteer Victoria to ensure success of the survey implementation and production of a comprehensive report on their findings.
<b>Elizabeth Fry Society</b>	Victoria Collaborative -A Way Home	\$145,693	\$342,139	<b>\$487,832</b>	A Way Home is a collaboration between the Elizabeth Fry Society (EFry) and Lookout. The objective is to place individuals into housing, provide prevention and diversion support services, as well as discharge planning from institutions. This collaborative reaches some of the most precariously housed in the community supporting individuals experiencing challenges related to addiction and mental health.
<b>Tsawout First Nation</b>	Reconciling On-Reserve Housing Injustices	\$144,068	\$384,923	<b>\$528,991</b>	Tsawout First Nation is building a responsive community of care ensuring Indigenous families receive housing security through eviction prevention services. This program aims to bridge the jurisdictional gap between Indigenous People experiencing homelessness on and off reserve by providing wraparound housing services and financial support to those in rent arrears.
<b>Victoria Women's Transition House Society</b>	Homelessness Prevention Project	\$87,982	\$201,943	<b>\$289,925</b>	The Homelessness Prevention Project assists women who are survivors of intimate partner violence and abuse to secure safe, stable housing for themselves and their children. This will be accomplished through temporary financial support for maintaining housing, including covering expenses such as utility bills, moving and storage fees, rent and security deposits.
<b>Victoria Youth Clinic</b>	Family Reconnect Program	\$86,826	\$276,837	<b>\$363,663</b>	The Family Reconnect Program supports youth aged 14-24 who are experiencing homelessness in stabilizing their housing situations. This will be accomplished through wraparound support services as well as supporting individuals in re-establishing supportive relationships with their families.

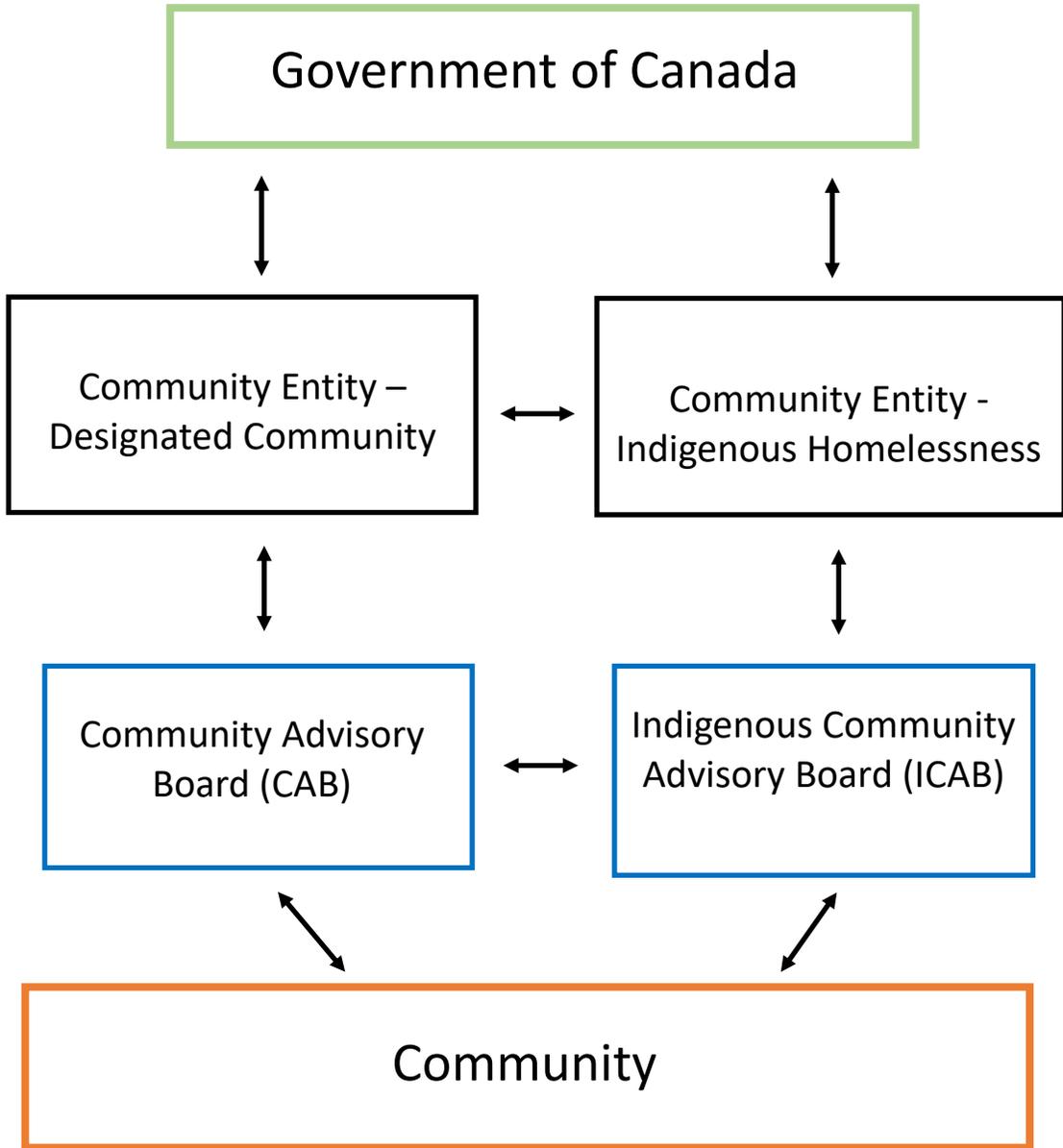
## Appendix A - Reaching Home Sub-Project Descriptions

<p><b>The Alliance to End Homelessness in the Capital Region</b></p>	<p>Micro-credentials</p>	<p>\$33,410</p>	<p>\$141,473</p>	<p><b>\$174,883</b></p>	<p>The Alliance is working collaboratively with the University of Victoria to develop six free online micro-credentials for people working in the Homelessness Serving Sector. Pilot classes will be offered in 2023 with the University of Victoria committing to host the online courses for three years past their development. The aim of these classes is to increase expertise and resiliency in the homelessness serving sector.</p>
<p><b>Sooke Shelter Society</b></p>	<p>Outreach Team</p>	<p>\$64,240</p>	<p>\$247,590</p>	<p><b>\$311,830</b></p>	<p>Sooke Shelter Society will be providing housing support services, including prevention and housing set-up support to Sooke residents who are experiencing or at risk of homelessness. This program will also address gaps in residents basic needs, including around food security.</p>

Updated:

22/03/2023

**Appendix B – Reaching Home Program Governance**





Making a difference...together

## REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

---

**SUBJECT**     **Regional Housing First Program: Project Update, First Quarter, 2023**

### **ISSUE SUMMARY**

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

### **BACKGROUND**

The RHFP was established to help address chronic homelessness and generate new rental housing options on southern Vancouver Island and surrounding Gulf Islands. The program aims to meet a broad range of housing needs while moving at-risk individuals into long-term, tenant-based, affordable housing to enable continued recovery and integration into society.

The RHFP is based on Housing First, a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed. The basic underlying principle of Housing First is that people are better able to move forward with their lives if they are first housed.

The RHFP was formed in 2016 through an innovative partnership between the Capital Regional District (CRD), BC Housing Management Commission (BC Housing) and the Canada Mortgage and Housing Corporation (CMHC). Each partner committed \$30 million (M) to develop and acquire new affordable housing units to be owned by the CRD or Provincial Rental Housing Corporation (PRHC).

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

Through the RHFP, BC Housing, Island Health and the CRD work with community partners to create a coordinated and more efficient system to address homelessness in the region. The mixed market model housing avoids the need for dedicated support programs in specific locations. Instead, flexible, mobile services are delivered within the housing units located throughout the region. Decentralization helps empower individuals, reduce stigmatization and creates more options for individuals seeking supported housing. Greater efficiencies will also increase the flow of clients through the overall system and thereby support more stable housing outcomes. Residents benefit through increased quality of life.

Key components of the program model include:

- Projects located across the capital region, but required to be close to transit and local services;
- Flexible, mobile services are delivered within the housing units located, where required;
- 20% of all units having rent levels set at the Province of BC's Income Assistance Rate Table Shelter Maximum (Shelter Rate) and the remaining 80% of units being Affordable Rental Units (ARU);
- Units operated by successful project proponents or non-profit partners; and

- Establishing partnership opportunities to further increase the supply of affordable rental housing within the capital region.

### **IMPLICATIONS**

A significant number of units have and will be created through RHFP due to the financing model. By purchasing 20% of units up-front, the CRD and BC Housing have reduced the proponents' need for debt financing of those units, which frees up funds that can go toward operating costs. Proponents are also able to access low-interest construction financing via BC Housing or CMHC. Revenue from units is required to support the ongoing operating and maintenance costs as there is no subsidy provided. The program, though built around ensuring that approximately 20% of units are rented to those experiencing or at-imminent risk of homelessness at Shelter Rate, seeks to benefit households across the region through providing a variety of housing needs with units rented at the provincial income assistance rate, affordable market units and near-market units.

#### *Program Delivery*

Appendix A (attached) summarizes the progress in the development of 13 RHFP capital projects that have received approval from the CRD Board. These projects represent a total of 1,325 units with 292 to be rented at Shelter Rate.

One new project, Village on the Green located in the City of Victoria, was added to the summary. This project was approved by the CRD Board through an initial approval in March 2022 and a revised concept and budget increase approved in October 2022. This project was also included in the CRHC's 2023 – 2027 Major Capital Plan, approved by the CRHC Board in December 2022.

#### *Financial*

These projects have been approved to receive a total of \$95.1M in RHFP funding, with \$24.9M remaining, and represent a total capital cost of approximately \$416.5M.

### **CONCLUSION**

The Project Summary provides the Hospitals and Housing Committee with an update on the status of program implementation and high-level details of the 13 approved projects.

### **RECOMMENDATION**

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

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

### **ATTACHMENT**

Appendix A – Regional Housing First Program: Capital Project Summary, April 2023

**Appendix A - Regional Housing First Program: Capital Project Update, April 2023**

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Cedar Grove (Victoria)	\$19,318,000	\$9,000,000	BC Housing	30	72	Victoria Cool Aid Society (VCAS)	BC Housing	Regional Housing Trust Fund \$600,000 (used to support 42 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2022	Project completed. Construction was completed and occupancy permit received Nov 2022. Move-in of tenants commenced late Nov 2022 and is currently underway, with only a few Affordable units remaining to be filled.
Croftonbrook (Salt Spring)	\$22,116,905	\$3,300,000	BC Housing	11	56	Islanders Working Against Violence	BC Housing	Regional Housing Trust Fund \$408,000 (used to support 34 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2020 and 2022	Project completed.
Drennan and Sooke (Sooke)	\$45,622,950	\$10,200,000	BC Housing	34	170	M'akola Housing Society	BC Housing	Regional Housing Trust Fund \$765,000 (used to support 51 affordable units)	June 13, 2018	June 13, 2018 & November 13, 2019 (increase)	2023	Construction is at 70% completion. Work is progressing at a reasonable rate but delayed by a month. Expected completion date is December 2023.  Framing has been completed and siding is nearing completion. Interior work (drywall and painting) is underway.  Some areas of the North building already have finished flooring, heat recovery units, and cabinets installed. One of the elevators is being installed.  Site retaining wall is complete. Excavation for rain garden is complete.
Charters (formerly called Throup) (Sooke)	\$20,917,220	\$3,375,000	BC Housing	15	75	M'akola Housing Society	BC Housing	Regional Housing Trust Fund \$330,000 (used to support 22 affordable units)	June 13, 2018	June 13, 2018	2022	Project Completed. Occupancy Permit obtained in December 2022. Tenant move-in started, February 2023.
Spencer Road (Langford)	\$38,263,972	\$7,800,000	CMHC	26	130	CHRC	CMHC \$7,800,000	n/a	June 13, 2018	June 13, 2018	Nov 2020	Project completed.
Millstream Ridge (Langford)	\$45,215,533	\$9,000,000	CMHC	30	132	CRHC	CMHC \$9,000,000	n/a	n/a	November 14, 2018	2019	Project completed.

**Appendix A - Regional Housing First Program: Capital Project Update, April 2023**

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Hockley (Langford)	\$32,775,610	\$7,200,000	CMHC	24	120	CHRC	CMHC \$7,200,000	n/a	n/a	November 14, 2018	Mar 2021	Project completed.
West Park Lane (View Royal)	\$41,673,485	\$10,200,000	CMHC	34	152	CRHC	CMHC \$10,200,000	Regional Housing Trust Fund \$660,000 (used to support 44 affordable units)	May 1, 2019	May 8, 2019	Nov 2020	Project completed.
Michigan Square Building 1 (Victoria)	\$20,392,850	\$4,500,000	CRHC	15	53	CRHC	CRHC \$4,500,000	Regional Housing Trust Fund \$570,000 (used to support 38 affordable units)	July 29, 2020	August 12, 2020	2023	Structural upgrades to the existing parkade complete in February 2023. Framing of West building complete in January 2023, followed by installation of roof membrane, building air and vapor barrier, and windows which allow for mechanical and electrical rough-in work to commence. Wood framing of East building underway and will complete in Q2 2023. Construction on track for Occupancy Permit in December 2023.
Michigan Square Building 2 (Victoria)	\$16,630,070	\$4,667,960	BC Housing	9	44	CRHC	BC Housing \$4,667,960	Regional Housing Trust Fund \$525,000 (used to support 35 affordable units)	N/A	December 8, 2021	2023	
Prosser Road (Central Saanich)	\$19,337,003	\$4,000,000	CMHC	10	51	CRHC	CMHC \$3,000,000 BC Housing \$3,250,000	Regional Housing Trust Fund \$615,000 (used to support 41 affordable units)	N/A	April 14, 2021 & October 12, 2022 (increase)	2022	Occupancy Permit received March 3, 2023. CRHC staff, BC Housing staff and consultants currently performing final deficiency reviews in anticipation of the CRHC taking possession of building April 17, 2023. CRHC will acquire the turnkey building through a lease agreement with the CRD.
Campus View (Saanich)	\$40,981,210	\$9,600,000	CRD CMHC	24	119	CRHC	CMHC \$1,800,000 CRD \$7,800,000	Regional Housing Trust Fund (Intend to request \$1,425,000 to support 95 affordable units)	N/A	December 8, 2021 & October 12, 2022 (increase)	2026	Rezoning and Development Permit Application submitted to the District of Saanich April 2022. Saanich staff comments received and Rezoning and Development Permit Application has been updated to reflect comments. Next step in the process is for the application to be reviewed by Saanich's ADP. ADP meeting date TBD. Review anticipated by Q2 2023.

Appendix A - Regional Housing First Program: Capital Project Update, April 2023

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Village on the Green (Victoria)	\$53,295,667	\$12,300,000	CRD	30	151	CRHC	CRD \$12,300,000	Regional Housing Trust Fund (Intend to request \$1,815,000 to support 151affordable units)	N/A	March 9, 2022; & October 12, 2022 (increase)	2025	Initial feasibility concept conceptualized 151 one & two bedroom units. Upon further analysis by CRHC staff and project architect, a revised concept was developed for approximately 140 units, including 10-15 net-new three-bedroom units. Revised concept maintains previously approved 30 RHFP shelter rate units. Project meets criteria for the City of Victoria's Rapid Deployment of Affordable Housing (RDAH) intake stream. Development Permit Application to be submitted through the RDAH in Q3 2023.
<b>Total RHFP Units</b>				<b>292</b>	<b>1,325</b>							
<b>Total RHFP Investment</b>	<b>\$416,540,475</b>	<b>\$ \$95,142,960</b>										



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## REPORT TO REGIONAL PARKS COMMITTEE MEETING OF WEDNESDAY, MARCH 22, 2023

---

**SUBJECT**     **Capital Regional District Regional Parks – Entrance Signage**

### **ISSUE SUMMARY**

To seek direction on the Capital Regional District (CRD) Regional Parks entrance signage.

### **BACKGROUND**

CRD Regional Parks has a robust sign program that includes regulatory, wayfinding, visitor information, interpretive, warning and temporary signage.

In 2021, the CRD developed Corporate Signage Guidelines to provide a consistent approach in the identification of CRD facilities and spaces. At the time of its development, CRD Regional Parks had a large portfolio of existing sign standards that met the Corporate Signage Guidelines, with the exception of the park entrance (portal) signs. As such, the Corporate Signage Guidelines (Appendix A) identified a new standard for all park entrance signs.

At the February 8, 2023 CRD Board meeting, staff brought forward a report on corporate signage (Appendix B). At that meeting, the CRD Board directed staff to proceed with implementing the CRD signage guidelines, with the exception of the regional parks entrance signs, which were to be brought to the Regional Parks Committee for further consideration.

### **ALTERNATIVES**

#### *Alternative 1*

The Regional Parks Committee recommends to the Capital Regional District Board: That staff proceed with the replacement of the regional parks entrance signs using the 2021 Corporate Signage Guidelines, with the exception of the legacy entrance (log) sign at Thetis Lake Regional Park.

#### *Alternative 2*

That staff bring back a revised design guideline for the regional parks primary entrance signs, with consideration for leaving in place the legacy entrance (log) sign at Thetis Lake Regional Park.

### **IMPLICATIONS**

#### *Intergovernmental Implications*

The primary entrance sign design includes a dedicated space for an Indigenous park name that would result from engagement and collaboration with Nations on whose Traditional Territory the park is located, as per the Regional Parks naming policy and as set out in the 2022-2032 Regional Parks and Trails Strategic Plan (interim).

### *Social Implications*

In January, a social media post on the CRD Facebook page noted that a new sign was scheduled to replace the current hand-carved log entrance sign at Thetis Lake Regional Park. The post garnered significant community attention and most comments requested that the legacy sign at Thetis Lake Regional Park remain in place. If Alternative 2 is preferred, staff will consider how public engagement could inform a revised design guideline for entrance signs.

### *Financial Implications*

The Board-approved CRD Regional Parks capital plan included \$137,000 for 2022 and \$117,000 per subsequent year over the four-year budget to initiate the installment of the new entrance signs. Change in design may require a review of the existing resources allocated.

A current contract is underway to replace two primary entrance signs (one at Thetis Lake Regional Park and one at Elk/Beaver Lake Regional Park), one secondary entrance sign at Thetis Lake Regional Park, and one tertiary entrance sign at East Point Regional Park. From this contract, two regional parks signs have already been installed prior to the CRD Board decision to review the matter (Appendix C).

### *Service Delivery Implications*

There are currently 38 existing park entrance signs in the system of varying age and condition. The majority of the signs are a standard grey and blue entrance sign. The log sign at Thetis Lake Regional Park is a legacy sign predating the CRD's acquisition of the park in 1993 and is estimated to be around 40 years old. This legacy sign contains surface decay and areas of more substantial rot. It is regularly painted to maintain its current appearance, but without further refurbishment the sign has about five to ten years of life remaining.

As there are many park entrances that currently do not have any welcome signage, 58 locations total have been identified that will eventually require signage. Only nine of these high-visitation park locations will require primary entrance signs that would be established based on the CRD Corporate Signage Guidelines. New signs will help park visitors better identify these entrances as official trailheads and as CRD regional parks.

Due to the sheer number of signs in the system, careful consideration of cost, durability and maintenance were taken into consideration in the design. The sign panels are treated with an anti-graffiti coating, and are UV, burn and corrosion resistant. It is anticipated that regular maintenance of the signs will be limited, but should the graphic panel need to be amended or replaced, the designs offer ease of removal with the appropriate tamper-resistant fittings.

## **CONCLUSION**

At the February 8, 2023 Capital Regional District Board meeting, staff brought forward a report on the corporate signage project. At that meeting, the Board directed staff to proceed with implementing the CRD signage guidelines, except for the regional parks entrance signs due to the significant community attention received about the legacy log sign at Thetis Lake Regional Park.

**RECOMMENDATION**

The Regional Parks Committee recommends to the Capital Regional District Board:  
That staff proceed with the replacement of the regional parks entrance signs using the 2021 Corporate Signage Guidelines, with the exception of the legacy entrance (log) sign at Thetis Lake Regional Park.

Submitted by:	Jeff Leahy, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: CRD Signage Guidelines
- Appendix B: CRD Board Staff Report: CRD Signage Guidelines
- Appendix C: CRD Signs Developed under the Signage Guidelines

# CRD Signage Guidelines

Comprehensive standards for CRD signage applications

VERSION 1.0 – JANUARY 2021



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Signage within the Capital Regional District is an important tool for users to identify and navigate through facilities and spaces. The design, materials and consistency of the signage, speaks to the integrity of the CRD identity.

This document provides applications, inventory for design, colour, and materials. It is essential that this document is used for all expressions of signage in order to maintain the integrity of the signage program and consistent brand image.

Implementing a corporate signage strategy will better inform and direct visitors and residents to and around the region. This strategy aims to meet the needs of visitors and residents, whether traveling as a pedestrian, cyclist or in a vehicle. Other goals of this strategy include:

- **To develop a region-wide sign strategy that will meet the needs of residents, visitors and staff.**
- **To create a strategy that is scalable and varied, addressing the needs of residents and visitors using and visiting CRD buildings and operational sites. Authenticity, sustainability, legibility, brand application, safety, maintenance are important considerations.**
- **To present a strategy that applies the existing graphic standards to ensure and promote a cohesive and coherent brand that conveys quality, sustainability and authenticity in its design and construction.**
- **To promote a strategy that elevates the CRD presence and recognition across the region.**

All aspects of the signage program are coordinated by CRD Communications Staff and the department GM. They are responsible for overseeing corporate signage within the CRD.

This signage strategy applies to all departments that fall under the CRD, CRHC and CRHD brand. Regional Parks will continue to use their specific existing parks and trails signage guidelines.



# Section 1 | Signage Components

## General Logo Use

The consistent use of branding elements on signage helps establish the corporate recognition, connection, and authority of the corporation as a whole within a given location or space.

The CRD logo is used on all facility Identification, Information, and Regulatory signage. It is also used on all Primary Park Portal IDs. The CRHC and CRHD logos may be used in place of the CRD logo when the signage is used on their respective facilities or properties.

The logo is always reversed either on a corporate colour (CRD Teal, CRHC Blue, and Grey) or in Black on one-colour applications. It always appears on either a rectangular band/field of colour on the top of identification signs, or on a wave band on information and regulatory signs. Always organize spacing as per layout guide shown on this page.

### Capital Regional District logo



### Capital Regional Housing Corporation logo



### Capital Regional Hospital District logo



## Typical Logo Applications



Height of logo = X  
Rectangular band



Height of logo = X  
Wave band

## Affiliate Logo Usage

Horizontal Application (Full colour)



Height of logo = X

Vertical Application (One-colour, Positive)



## Affiliate Logo Usage

When the CRD logo is used along with an affiliate/partner logo within a signage context, it always appears as shown in either horizontal or vertical applications.

All logos should consistently appear in either one-colour (positive or reverse depending on background for best contrast) or full-colour applications. In colour applications, the CRD logo appears on a CRD Teal panel as shown.

# 1 | Colour Schedule & Typographic Styling

## Colour Schedule

In order to create a cohesive signage program, it is imperative that the sign family colours remain consistent throughout all applications. The colour schedule provided has been selected specifically for the signage program, providing high legibility and making areas of information easily discernible.

All painted applications, powdercoating, vinyl, and digital outputs for the signage program are to match the Pantone Matching System (PMS) numbers shown. Variations or substitutions are not permitted.

## Typographic Styling

All signs are typeset in DaxOT Font Family upper and lower case. This is the official font for the signage program. Only three weights are used in the program - Regular, Medium, and Bold - limiting the hierarchy of emphasized information to only 3 levels to keep content succinct.

Temporary signs may use the Arial font, common to computers used by CRD.

In lieu of the colors shown you may use the specified PANTONE® equivalent, the standard for which can be found in the current edition of the PANTONE Color Formula Guide.

The colors shown on this page and throughout these guidelines have not been evaluated by Pantone, Inc. for accuracy and may not match the PANTONE Color Standards Guide.

PANTONE® is a registered trademark of Pantone, Inc.

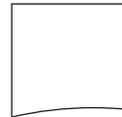
### PRIMARY

#### CRD TEAL



Pantone 361 C  
Vinyl: 3M Teal 7725-96

#### WHITE



White  
Vinyl: 3M White 7725-10

#### GREY



Pantone Cool Gray 11 C  
Vinyl: 3M Nimbus Gray 7725-101

#### SILVER



Pantone 877 C  
Vinyl: 3M Satin Aluminum 7725-120  
Paint: MP 18082 Brightray Silver Metallic

### REGULATORY

#### RED



Pantone 1797 C  
Vinyl: 3M Tomato Red 7725-13

#### YELLOW



Pantone 124 C  
Vinyl: 3M Sunflower 7725-25

#### ORANGE



Pantone 165 C  
Vinyl: 3M Bright Orange 50-34

#### BLACK



Black  
Vinyl: 3M Black 7725-12

### HOUSING

#### CRHC BLUE



Pantone 292 C  
Vinyl: 3M Peacock Blue 7725-77

#### CRHC GREY



Pantone 445 C  
Vinyl: 3M Matte Black 7725-22

### NATURAL ELEMENTS

#### WOOD



Exterior grade western red cedar with eco-wood treatment

#### STONE



ECStone Natural - Mt. Assiniboine (or equivalent)

## Dax Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz0123456789

## Dax Medium

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz0123456789

## Dax Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz0123456789

### Wayfinding Signage

- Set in title case
- In most cases, letter-spacing/tracking is set to 20
- Secondary body copy, that is in complete sentences, is set in typical sentence case

### Not permitted:

- No periods unless a period improves readability, for example, when there are two or more sentences following the other
- No variations or substitutions are permitted to these elements

## Pictograms

A cross-section of approved pictograms are shown on this page. All pictograms have been selected to conform to international standards (SEGD/AIGA/DOT) and to express a consistent visual style across the CRD signage program.

- No variations or substitutions are permitted to these elements
- Other desired pictograms need to be designed in keeping with the international symbol style
- Only use approved pictograms by the communications department
- Pictograms are occasionally updated when required. For the complete, up-to-date inventory of approved artwork, please contact the communications department.

### Pictograms



### Restricted Pictograms



### Arrows

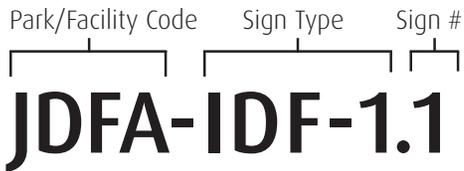


# 1 | Sign Types by Category

The list of sign types shown here represents the complete inventory of the CRD signage program.

Each sign type is designed to fulfill a unique function and utilize design elements in a specific manner. The program is built on the consistent use of typography, symbols, colour, shape, size, materials, and fabrication methods.

### Sign Naming Convention



### Park/Facility Codes

Unique two to four letter codes for each Park or Facility in the CRD based on the park name, facility name, or location, assigned by the Project Manager.

For example, use:

**JDFA** = JDF Administration Bldg

**SBA** = Saanich Bylaw & Animal

**EBL** = Elk/Beaver Lake Regional Park

**IWS** = Integrated Water Services

### Sign Types

- As shown at right

### Sign Numbers

- A running number of signs within the sign type
- Always start from 1 for each sign type

## Identification Signage

- IDHQ-1** Headquarters ID
- IDF-1** Primary Free Standing Facility ID
- IDF-2** Secondary Free Standing Facility ID
- IDF-3** Tertiary Free Standing Facility ID
- IDF-4** Wall Mounted Facility ID
- IDF-5** Storefront Facility ID
- IDP-1** Primary Park Portal ID
- IDP-2** Secondary Park Portal ID
- IDP-3** Tertiary Park Portal ID
- IDH-1** Free Standing Housing ID

## Information Signage

- IN-1** Large Information Sign
- IN-2** Small Information Sign

## Regulatory Signage

- R-1** Large Regulatory Sign
- R-2** Small Regulatory Sign

## Directional Signage

- D-1** Free Standing Directional Sign
- D-2** Wall Mounted Directional Sign

## Interior Signage

- ININ-1** Directory Information Sign
- ININ-2** Insert Information Sign
- INID-1** Hanging ID Sign
- INID-2** Room ID Sign
- INID-3** Work Station ID Sign
- IND-1** Hanging Directional Sign

# Section 2 | Signage Categories

## 2 | Identification Signage

### IDHQ-1 • Headquarters ID

The headquarters identification signage is unique to the 625 Fisgard Street location and function as stand-alone designs for this facility.

Additional signage needed for the headquarters should follow the same look, feel, and fabrication method as the existing signage on site. No other facility should copy these designs.

Should the headquarters move to a different location or have renovations done that affect the existing signage, an overall design realignment with the rest of the signage program may be considered.



Photos of existing signage



# 2 | Identification Signage

## Free Standing Facility ID Signs

Free standing facility IDs are the first representations of the CRD identity at its facilities and properties, making its use important as a visual marker of arrival or entry to a CRD location.

It should typically contain the following information and content: The CRD logo, Facility name, and the address with the number shown larger than the street or highway name.

These signs are located facing major roadways with a clear view for approaching traffic. Use a reflected back side if back side graphics are visible and can be useful for the opposite lane traffic.

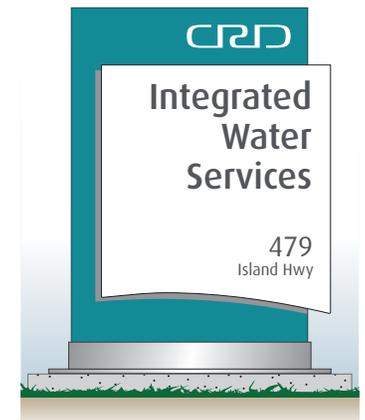
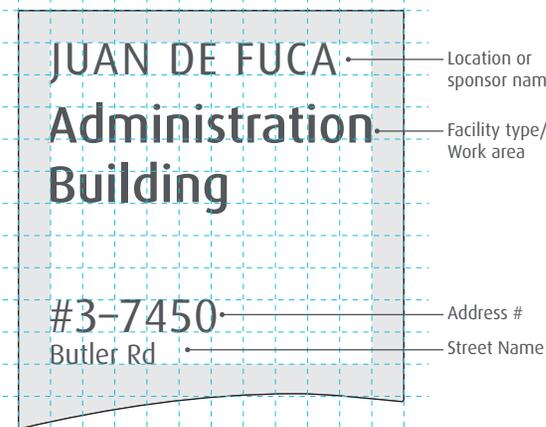
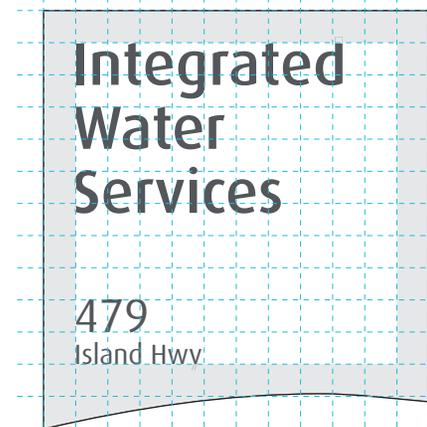
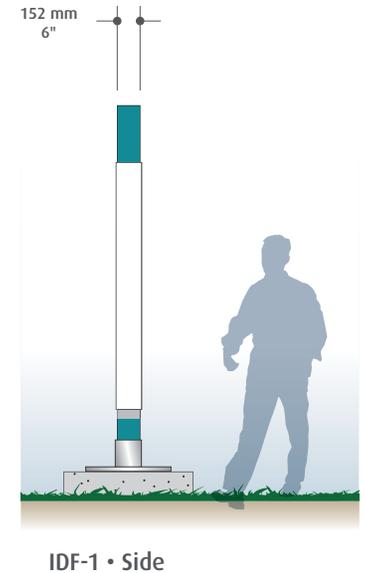
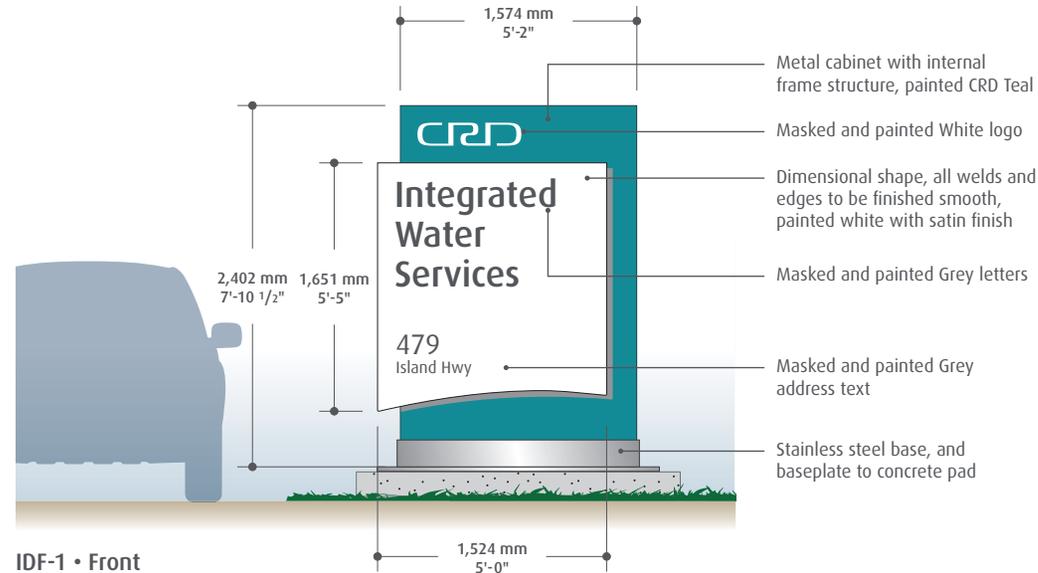
These signs are vertical to occupy a smaller footprint and to maximize height for visibility. If a horizontal version is desired, use the layout and proportion as shown on Park Portal IDs.

### IDF-1 • Primary Free Standing Facility ID

The IDF-1 Primary Facility ID is the largest and most robust option, making it ideal for larger corporate facilities and sites that have frequent public use or interaction.

Follow the layout grid as shown when applying content, maximizing facility name text size when possible.

Use front face flood lighting where illumination is needed.



Make the facility type or work area more conspicuous than the location or sponsor name, allowing the facility's function to be clearer and more identifiable. This also makes the representation of all facility names more consistent throughout the region and creates a hierarchy of information needed for quick retention.

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

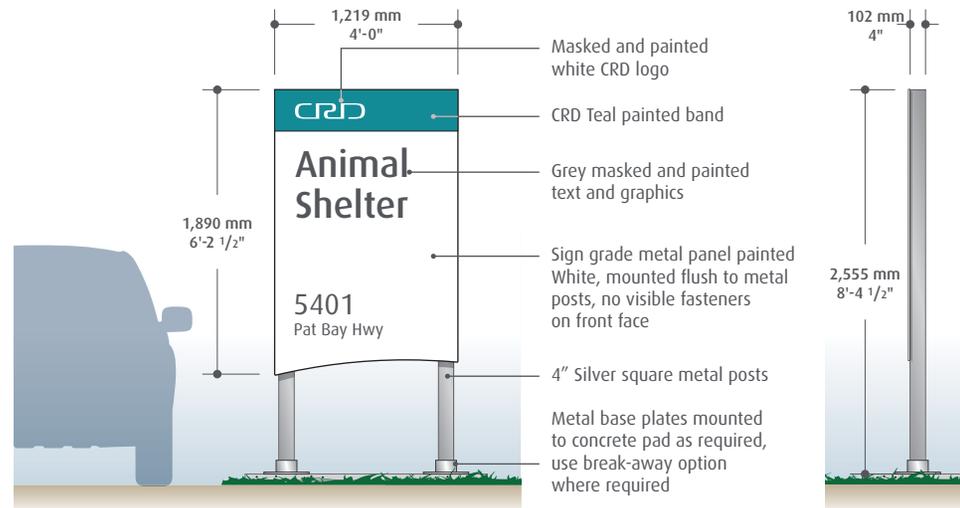
# 2 | Identification Signage

## IDF-2 • Secondary Free Standing Facility ID

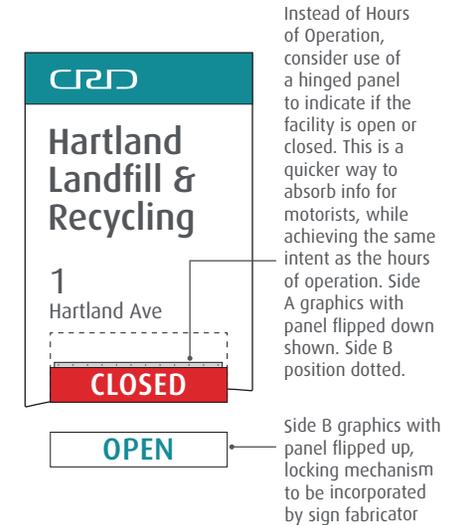
Less robust than the Primary ID, IDF-2 is the most commonly used option. This is ideal for medium-sized public facilities. This can also be used for large facilities that have little to no public interaction, with mostly only employees and contractors using the site.

Follow the layout grid as shown when applying content, maximizing facility name text size when possible.

Use front face flood lighting where illumination is needed. Optional add-on tab may be used to show operation hours.



IDF-2 • Front (Back side may have same graphics if needed)



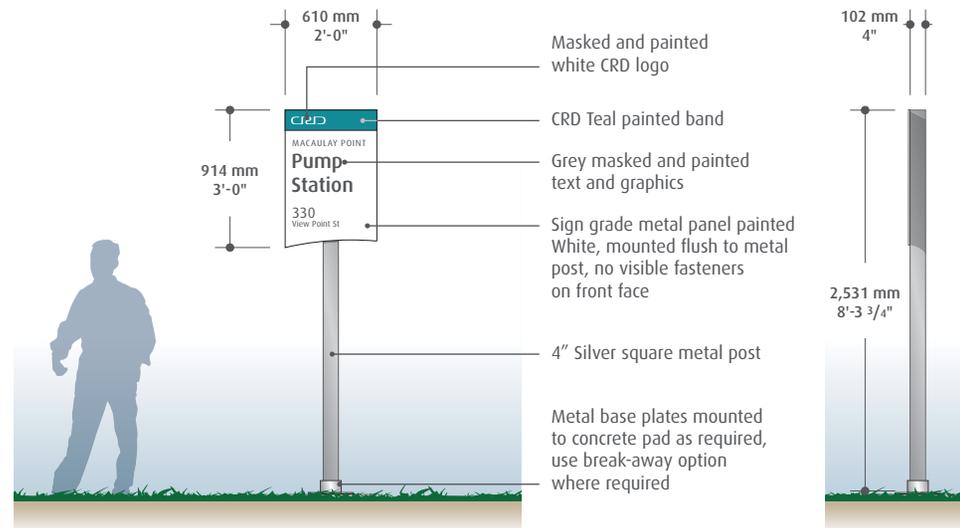
IDF-2 • Side

IDF-2 • Hartland-Specific Sign

## IDF-3 • Tertiary Free Standing Facility ID

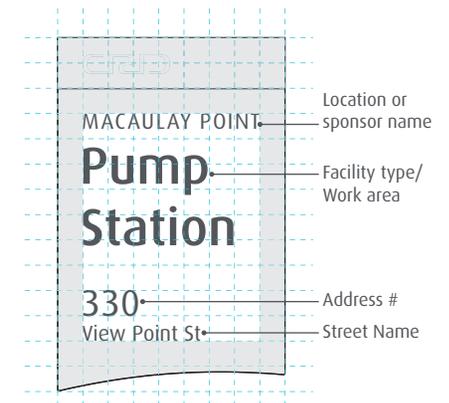
This option is for smaller facilities with little to no public interaction. This sign can also be mounted directly to the exterior wall of a small stand-alone office or structure, where appropriate.

Follow the layout grid as shown when applying content, maximizing facility name text size when possible.



IDF-3 • Front (Back side may have same graphics if needed)

IDF-3 • Side



IDF-3 • Panel Graphic Layout

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

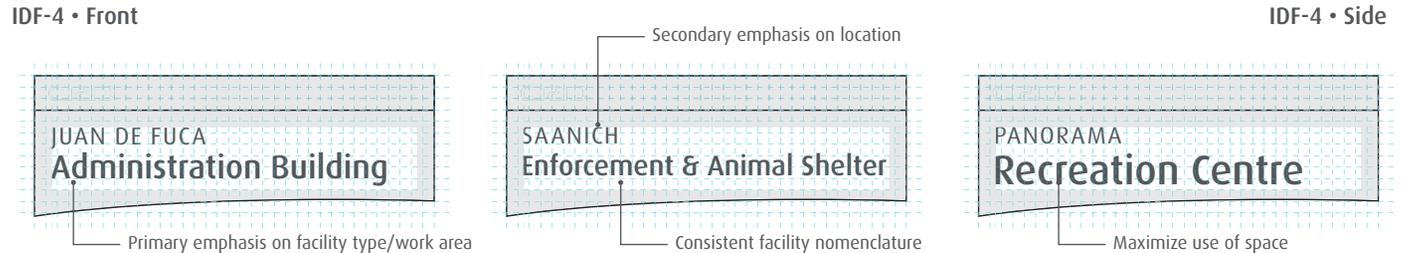
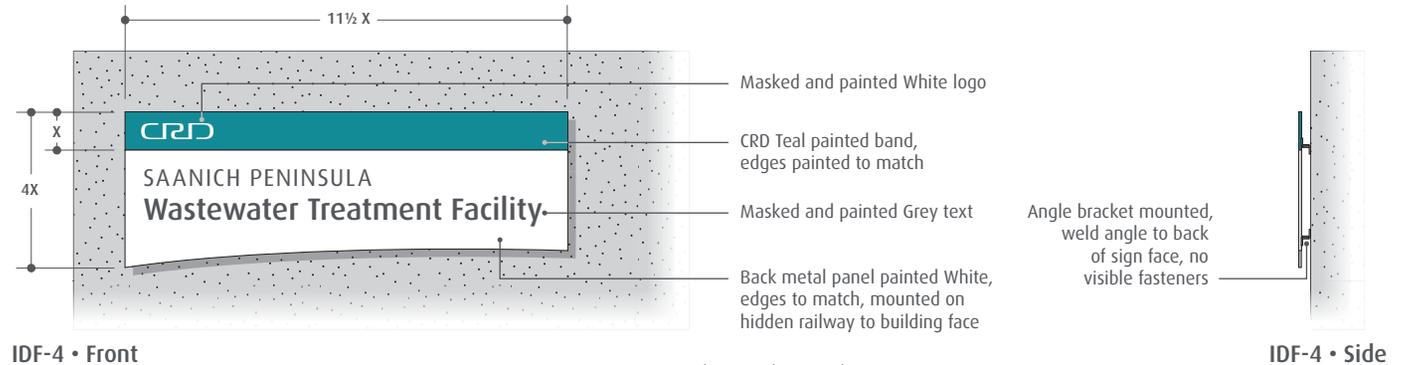
# 2 | Identification Signage

## IDF-4 • Wall Mounted Facility ID

The Wall Mounted Facility IDs confirm the arrival to the facility itself. This sign is typically located on an area of the building that fulfills at least one of the following requirements:

- Best visibility from the adjacent road of entry, parking lot, or pedestrian path
- Close to main entry point of building

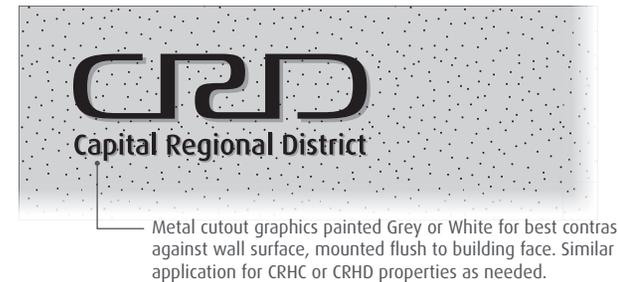
Scale sign as required for optimal viewing while keeping proportions intact as shown. Sign area should fall between 5%–10% of overall building face area. However, each application needs to be assessed on a case by case basis.



## IDF-4A • Stand-alone Logo

Application for unique instances such as the headquarters, main lobby wall, or podiums where required, to be approved by Communications or General Manager.

## IDF-4 • Panel Graphic Layout – Potential Variations

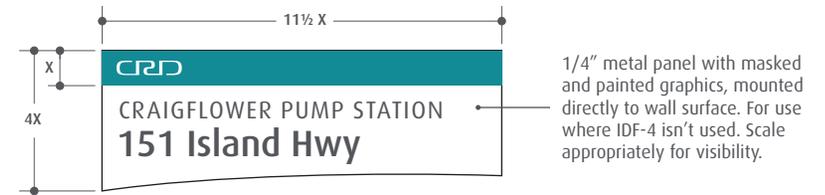


## IDF-4B • Affiliate/Partnership Logo

For facilities with partnered or sponsored operations. Scale proportionately as shown in Section 1 - Brand Strategy.

All logos should consistently appear in either one-colour or full-colour applications. Positive, full-colour application shown for reference.

## IDF-4A • Stand-alone Logo (if needed)



## IDF-4C • Address Sign

Use for identifying the address number on the building, located near building entry.

## IDF-4C • Address Sign – Address Only Option

## IDF-4C • Address Sign – Panel Option

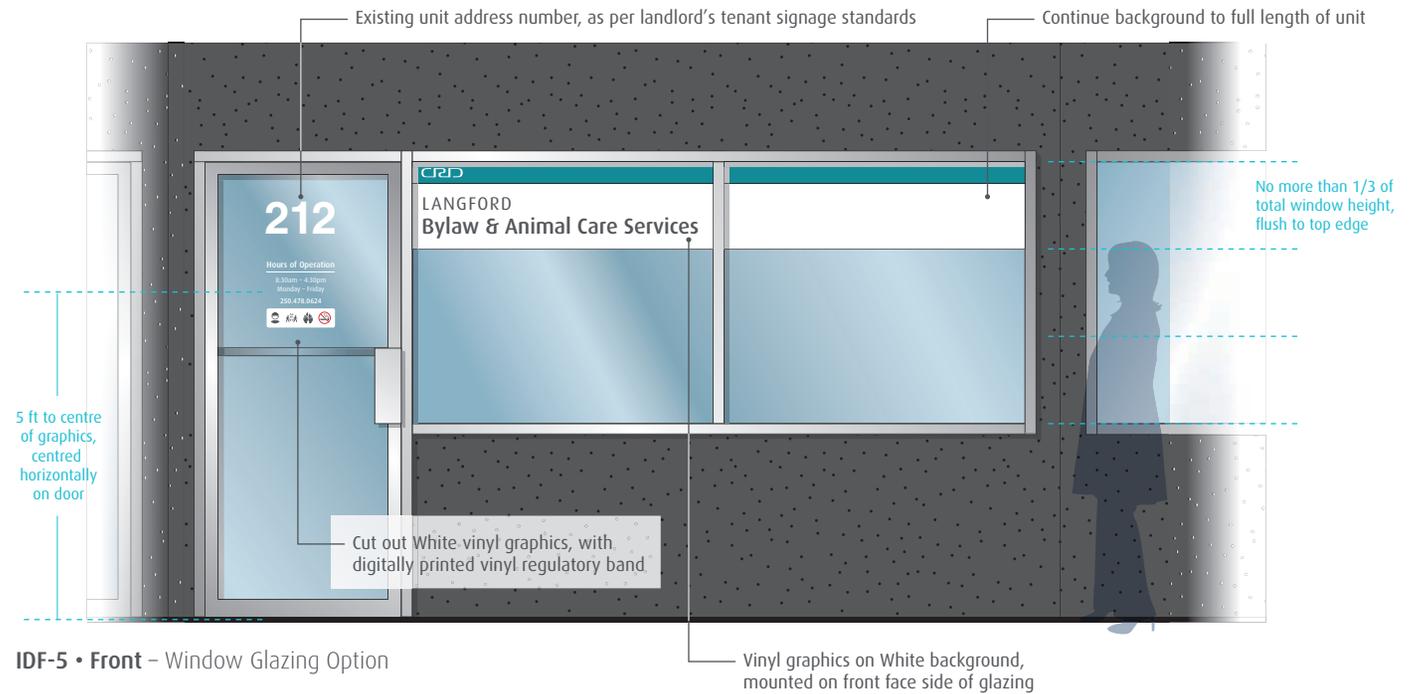
NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

# 2 | Identification Signage

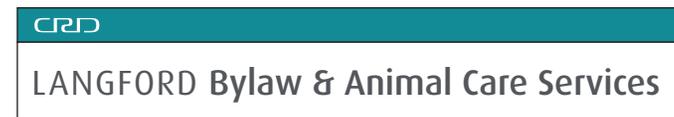
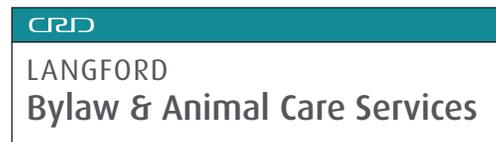
## IDF-5 • Storefront Facility ID

Use this sign type for locations found within a mixed-use complex. Though signage space and provisions may vary, maintain general layout standard with teal band and logo on top, with facility name in grey on a white background below.

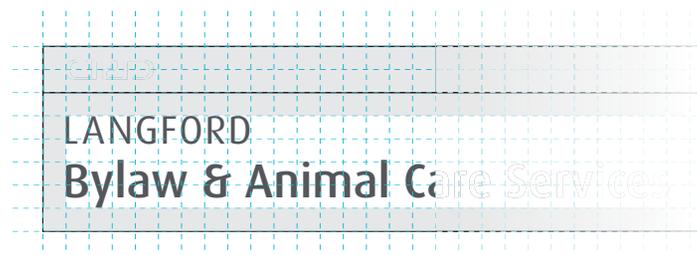
If independent sign cabinets are allowed for each tenant within the complex, use IDF-4 wherever possible.



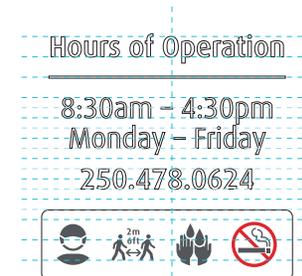
IDF-5 • Front – Window Glazing Option



IDF-5 • Front – Potential Cabinet Options



IDF-5A • Graphic Layout



IDF-5B • Graphic Layout

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

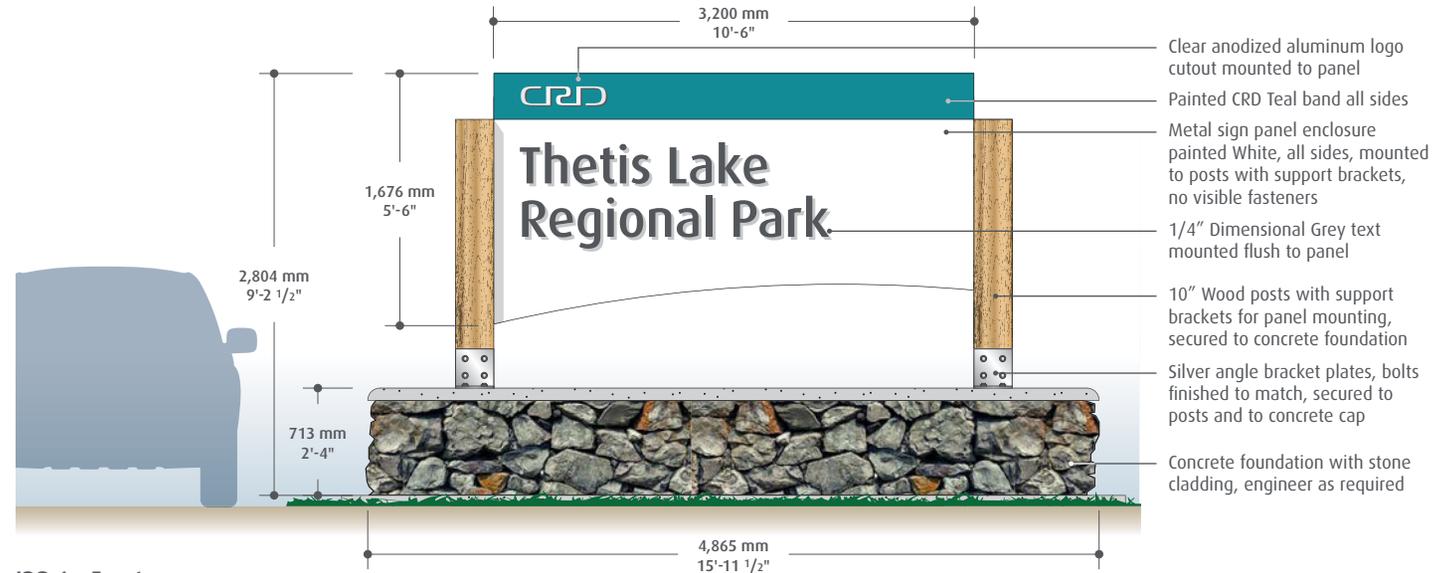
# 2 | Identification Signage

## Park Portal ID Signs

Park portal IDs are among the most important manifestations of the Park's identity. These are landmark signs that are intended for approaching vehicular and pedestrian traffic. They are located at the primary and secondary entrances to a Park and are available in three sizes.

They can be single or double sided, depending on the position of the sign and if the back is visible to the public.

The unique features of the park portal identification signs are the size, shape, bottom wave cutout, wood posts, Park name, and the CRD logo against a CRD Teal band background.



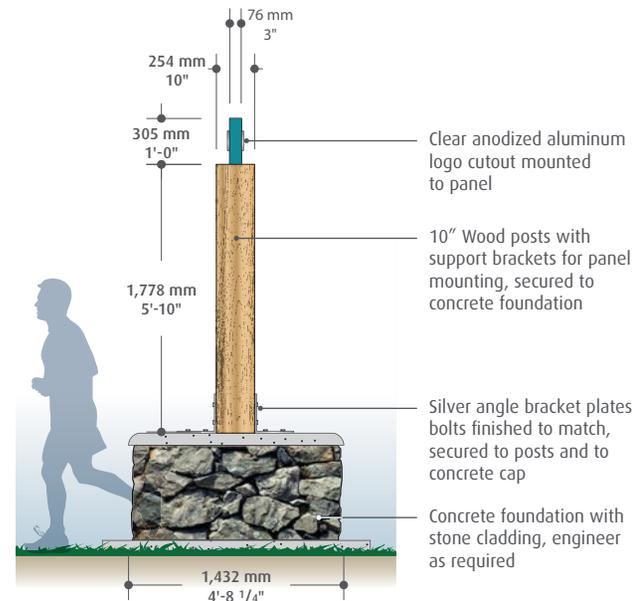
IDP-1 • Front (Back side may have same graphics if needed)

## IDP-1 • Primary Park Portal ID

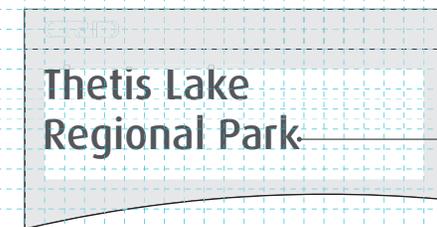
The Primary Portal ID is used for larger flagship parks. It is generally single sided, with some landscaping allowed around the sign, provided growth is managed and plant life does not obscure the sign.

Follow the layout grid as shown when applying content, maximizing park name text size when possible.

In the event that inclusion of the First Nations park name is required, follow panel graphic layout as shown. Replace panel and graphics only as required, keeping posts and base as is.

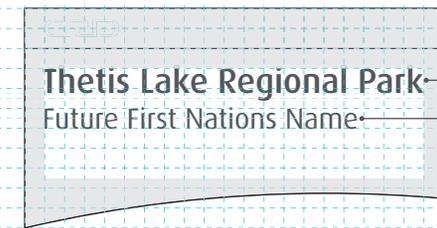


IDP-1 • Side



English Park Name Only

Maximize size of park name, in Dax Medium



Future First Nations Name Inclusion

Primary emphasis on English name, in Dax Medium

When First Nations name is included, use Dax Regular, approximately 80-85% of English name cap height

IDP-1 • Panel Graphic Layout – Potential Variations

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

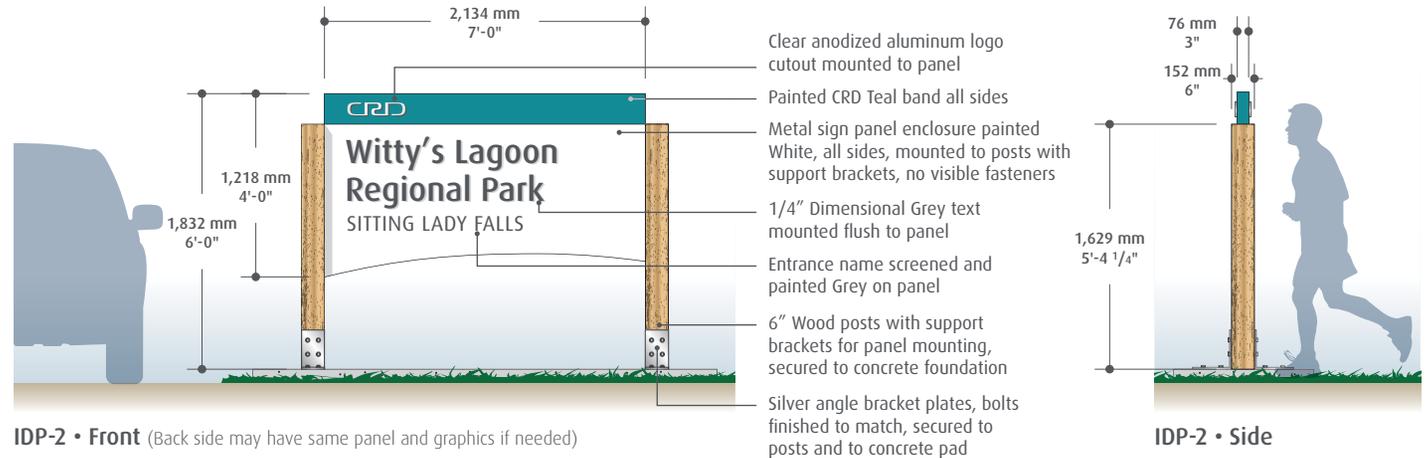
# 2 | Identification Signage

## IDP-2 • Secondary Park Portal ID

Secondary Portal IDs are used for smaller parks (as designated by CRD) or as secondary entrance signs to flagship parks.

These signs do not have stone clad bases and are mounted to concrete pads directly. Otherwise, all other fabrication is consistent to the Primary Portal Identification sign.

Follow the layout grid as shown when applying content, maximizing park name text size when possible.

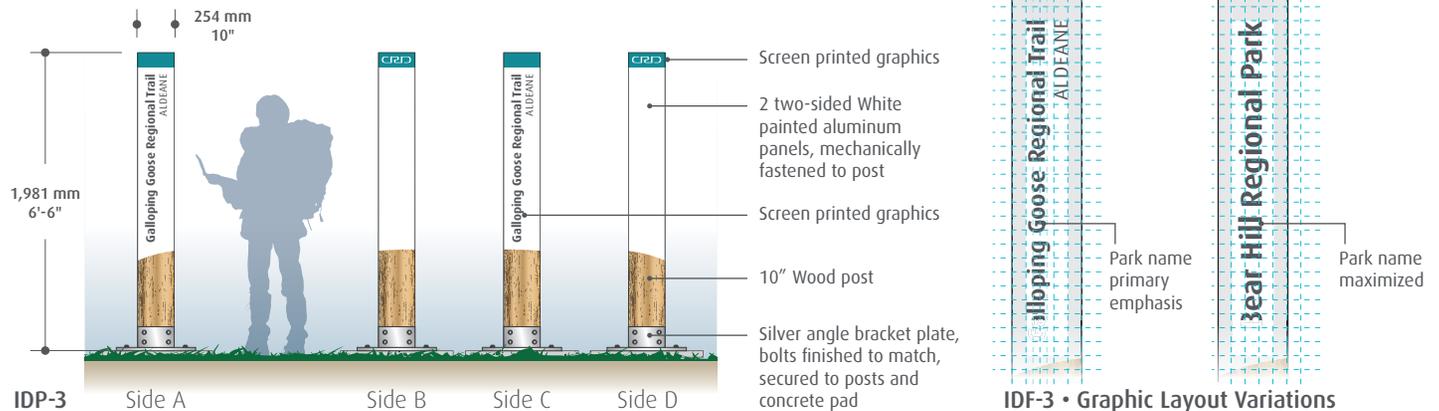


## IDP-3 • Tertiary Park Portal ID

Tertiary Portal IDs are used for minor parks, green spaces, or trails. They can also be used for secondary pedestrian or trail entrances to larger parks.

These signs have graphics on all four sides, with a curve shape along the bottom edge.

Follow the layout grid as shown when applying content, maximizing park name text size when possible.



NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

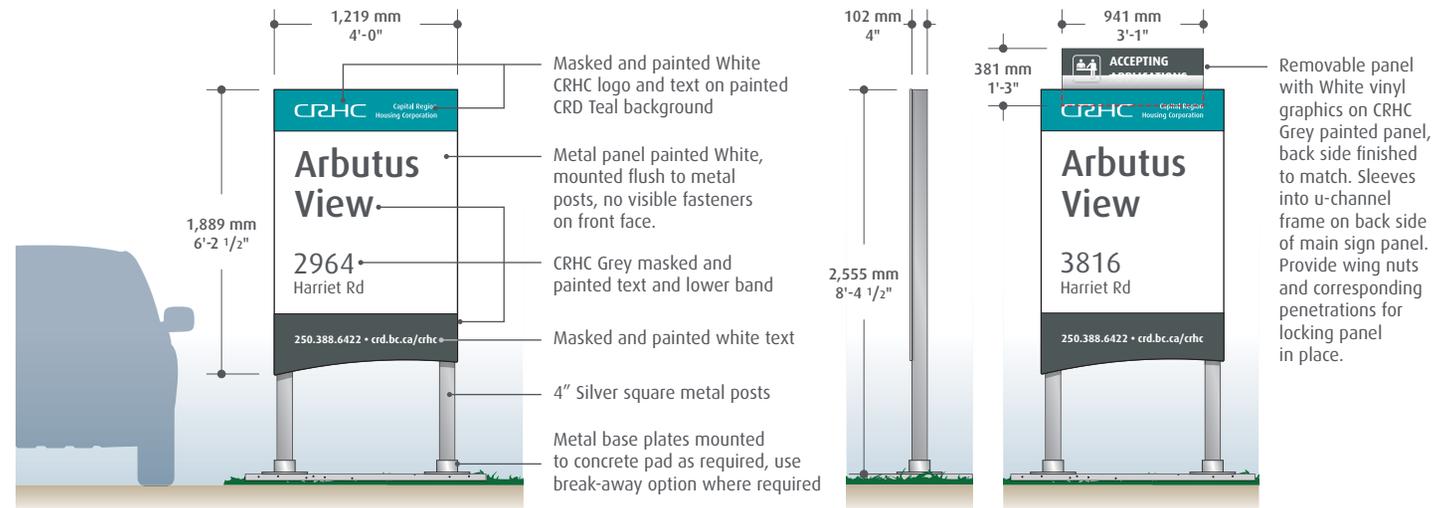
# 2 | Identification Signage

## IDH-1 • Housing ID

Similar to IDF-2, the Housing ID sign is used to identify CRHC properties throughout the region. These signs are typically single sided, with a removable add-on tab panel noting unit availability.

These signs use the CRD colour palette and always include the following info: CRHC logo with text, housing name, address, phone number, and website.

Use vertical application wherever possible. If horizontal application is desired, use layout as shown.



IDH-1 • Front (Back side may have same graphics if needed)

IDH-1 • Side IDH-1 • With Add-on Tab Option



IDH-1 • Panel Graphic Layout – Potential Variations

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

# 2 | Information Signage

## Information Signs

Information signs are used to convey corporate messages to all users of CRD facilities and properties. It is important to use a consistent layout and design that delivers the message instantly while establishing the information as an official message from CRD.

Signs include a CRD Teal band with White text noting the primary message of the sign, a White body area for the main content, and the Teal wave with a White CRD logo sign-off at the bottom.

Keep the message direct and succinct. Use pictograms to represent information as much as possible for quicker retention.

### IN-1 • Large Information Sign

Used for messages meant for a larger amount of users or for more urgent messaging. May be mounted on two posts, a movable frame, or on a wall or fence.



IN-1 • Front

Direct digital print on White sign grade metal panel or substrate suitable for exterior application, with clear laminate overlay to protect graphics, mounted as required to posts, wall, or surface



IN-1 • Panel Graphic Layout – Potential Variations

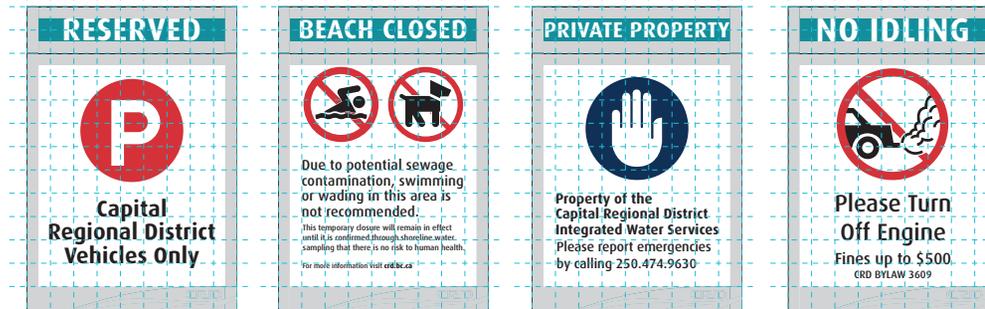
### IN-2 • Small Information Sign

Used for messages meant for a smaller amount of users or for less urgent messaging. May be mounted on a single post or directly onto the wall.



IN-2 • Front

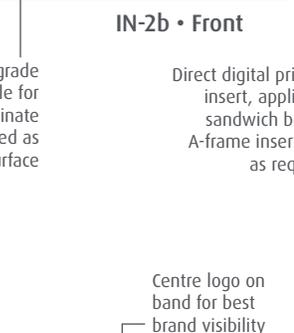
Direct digital print on White sign grade metal panel or substrate suitable for exterior application, with clear laminate overlay to protect graphics, mounted as required to posts, wall, or surface



IN-2 • Panel Graphic Layout – Potential Variations

### IN-2b • Sandwich Board Insert

For temporary movable messaging. Use artwork template provided.



IN-2b • Front

Direct digital print on insert, applied to sandwich board/A-frame insert sign as required



IN-2b • Panel Graphic Layout

Raise content as much as possible for better visibility

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

## Regulatory Signs

Regulatory signs are used to convey safety and restriction messages to all users of CRD facilities and properties. It is important to use a consistent layout and design that draws more attention than regular information signs and delivers the message instantly while establishing the information as an official safety regulation imposed by CRD.

It consists of a top coloured band with text noting the primary message, a White body area for the main content, and the CRD Teal wave with a White CRD logo sign-off at the bottom. Use **RED** to restrict actions, **ORANGE** for construction awareness, and **YELLOW** for cautionary or safety messaging.

Keep message direct and succinct. Use pictograms to represent information as much as possible for quicker retention.

### R-1 • Large Regulatory Sign

Used for messages meant for a larger amount of users or for more urgent messaging. May be mounted on two posts, a movable frame, or on a wall or fence.

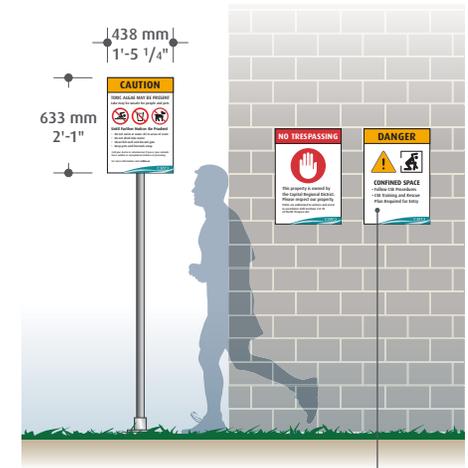
### R-2 • Small Regulatory Sign

Used for messages meant for a smaller amount of users or for less urgent messaging. May be mounted on a single post or directly onto the wall.



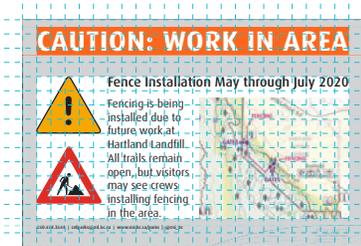
R-1 • Front

Direct digital print on White sign grade metal panel or substrate suitable for exterior application, with clear laminate overlay to protect graphics, mounted as required to posts, wall, or surface



R-2 • Front

Direct digital print on White sign grade metal panel or substrate suitable for exterior application, with clear laminate overlay to protect graphics, mounted as required to posts, wall, or surface



R-1 • Panel Graphic Layout – Potential Variations



R-2 • Panel Graphic Layout – Potential Variations

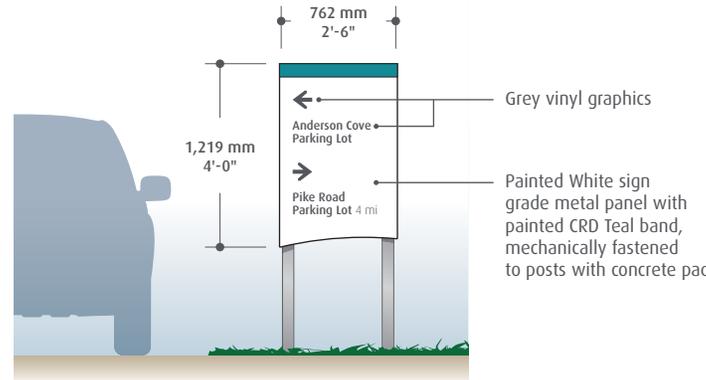
NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

# 2 | Directional Signage

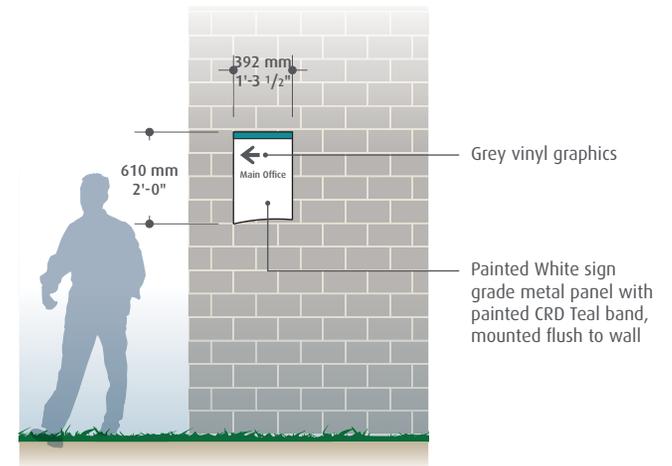
Directional signs are required to direct public users through CRD facilities and properties to major destinations. They are located at major decision points and are oriented perpendicular to the major traffic flow for maximum visibility.

Do not use ID signs for directional information. Instead, consider placing a directional sign at turns until facility ID sign is visible from the vehicle.

Unique features of these signs include a top CRD Teal band, White background panel with Grey text and graphics, and curved bottom edge. With the ID signs establishing the site as a CRD property, the logo is not needed on these signs..



D-1 • Front



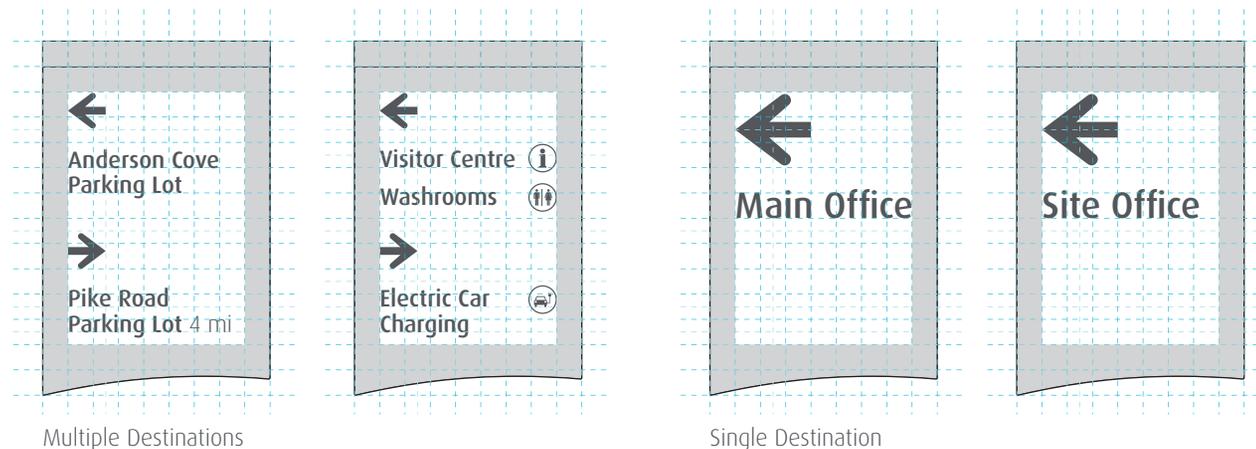
D-2 • Front

### D-1 • Free Standing Directional Sign

Used primarily for vehicular traffic, these signs can be mounted onto wooden or metal posts, depending on location.

### D-2 • Wall Mounted Directional Sign

Used primarily for pedestrian traffic, these signs can be mounted onto a post or directly onto the wall.



D-1 and D-2 • Panel Graphic Layout – Potential Variations

NOTE: GRAPHIC LAYOUTS SHOW CLEAR BORDER AREA IN GREY

# 2 | Interior Signage

Interior signs use a pre-built modular insert system. Coordinate insert sizes, modular signage pieces, and content needed with Communications.

The following sign types are examples of potential layouts needed. Follow the layout grid as shown when applying content. Use the CRD logo only on directories and personal workstation/office ID signs.

### ININ-1 • Directory Information Sign

Lists destinations per floor, typically found at elevator lobbies or main stairways.

### ININ-2 • Insert Information Sign

In-house, temporary signs with corporate messaging. Use templates provided.

### INID-1 • Hanging ID Sign

Identifies departments or service desks. Use pictograms wherever possible.

### INID-2 • Room ID Sign

Identifies room # and name.

### INID-3 • Workstation ID Sign

Identifies employee name, position, and department.

### IND-1 • Hanging Directional Sign

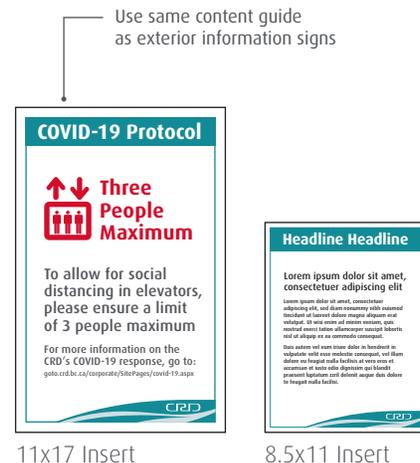
Directs to one direction only. Group destinations towards the same direction. Use separate signs for different directions.

CRD	
1st Floor	
Building Inspection	
Regional & Strategic Planning	
Protective Services	
2nd Floor	
Information Technology & GIS	
Parks & Environmental Services	
3rd Floor	
Arts & Culture	
Health & Capital Planning	
Engineering Services & Facilities Management	
Asset Management	
Risk & Insurance	
Real Estate Services	

ININ-1 • Directory Sign



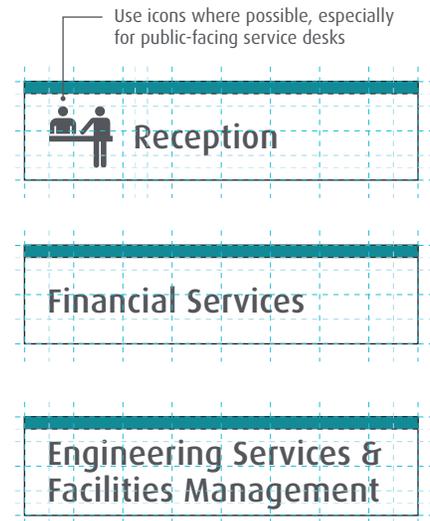
INID-2 • Room ID Sign



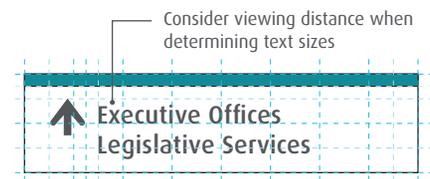
ININ-2 • Insert Information Sign



INID-3 • Workstation ID Sign



INID-1 • Hanging ID Sign



IND-1 • Hanging Directional Sign

# Section 3 | Implementation & Evaluation

This section covers signage planning, design, development, implementation priorities, phasing, and budget estimates. Designing effective signage requires careful coordination and planning of the entire process, from pre-planning through to installation.

1. **Developing New Signage**
2. **Replacing Existing Signage**
3. **Sign Maintenance**

## Signage Process

The following process should be followed when developing new signage. It is provided in a sequence of phases that will ensure the proper steps have been taken prior to signage production.

### Phase 1 - Planning

- A. Project charter or proposal:** In the development of project charters and capital projects, identify early on if signage is required. Is one sign required or a series of signs? Interior or exterior signage? Is this a new sign(s) or replacement sign(s). The charter or proposal should identify and demonstrate the priority and if necessary a phasing plan. Identify if budget is available or if an IBC is required.
- B. Priorities and phasing:** Each area with signage needs should prepare a project proposal or detailed master plan outlining priority sign requirements and a schedule for installation.
- C. Team organization:** The project team should be organized according to required expertise, including: communications staff, facility management, content developers/writers, interpreters/educators, graphic designers and contractors. Determine who is responsible for sign design, fabrication, installation and maintenance. Are external contractors for design, fabrication and installation required?
- D. Planning meeting:** The project team should meet to discuss objectives and distribute pre-planning data and discuss what type of sign(s) are needed for the project.
- E. Site documentation:** Site visits, aerial and digital photographs, identify potential locations.
- F. Locate existing signage, site barriers, utilities and rights-of-way.**
- G. Cross reference collected data for potential site locations and rank locations according to suitability.**
- H. Is a permit required? Are you in compliance with site regulations? Are there any visual obstructions to existing elements? Does the signage location create any hazards?**

### Phase 2 - Design

- A. Determine what sign type(s) are required (ex. Facility building mount)**
- B. Content development:** The project team should collaborate to develop the primary, secondary and tertiary messages.
- C. Image development:** Relevant photographs, historical images, maps and illustrations should be planned and created alongside text development.
- D. Graphic design:** Once draft content development has been undertaken, the provided signage templates should be used to develop the graphic layout for the sign. Content should be carefully edited for brevity, composition and layout so as to fit within the overall design strategy for the chosen typology.

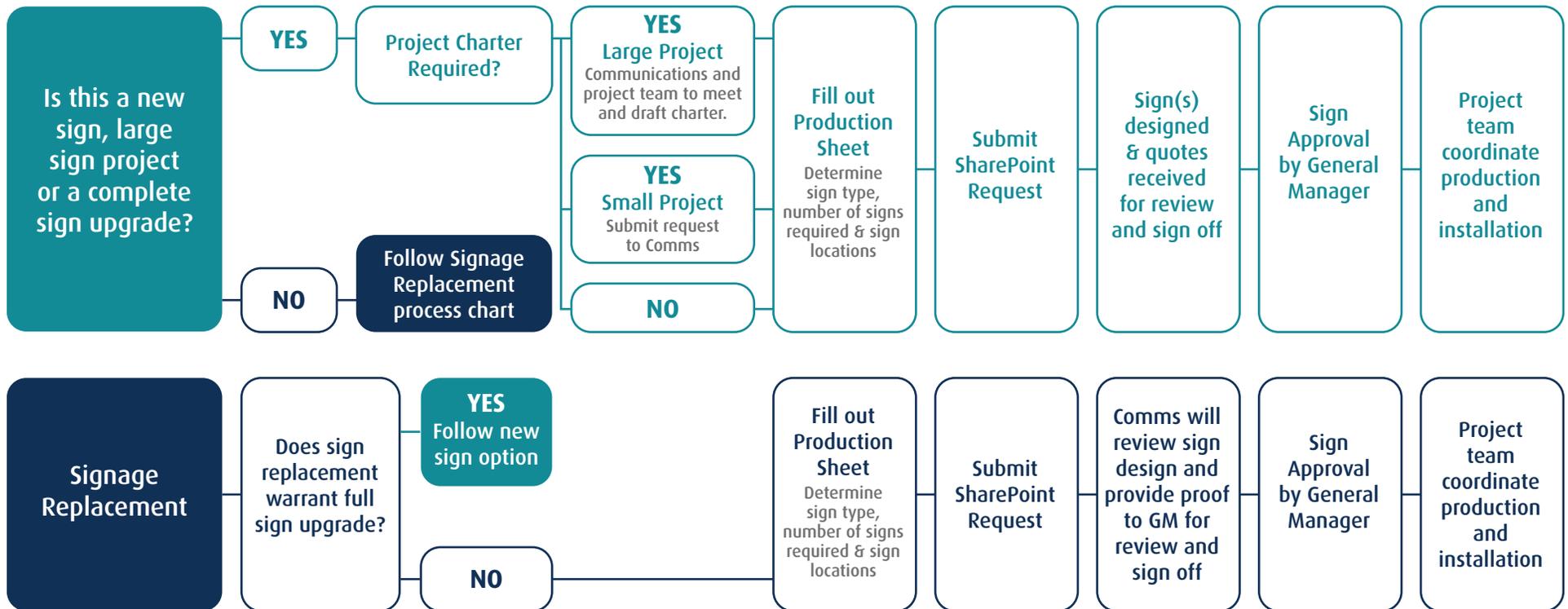
### Phase 3 - Development

- A. After the graphic layout has been created according to the specified template for the sign type, the final design should be converted to the necessary software file formats for manufacturing. This may include the creation of CAD drawings, the conversion of text to outlines to ensure proper typography details, and the development of site-specific installation details.**
- B. Final site planning:** A final site plan should be developed showing the chosen location and installation details for new signage. Installation locations should be accurately dimensioned and georeferenced for locating final site location using GPS.
- C. Drawing review and approval:** Once the drawing set has been completed by the signage designers, the project team should review all the drawings for omissions and errors. If no revisions are required, the lead individual on the project team should provide written authorization that the drawings are ready for production.
- D. Prior to fabrication, physical samples of materials and finishes should be approved by the project team lead.**
- E. Signs should be reviewed post installation to ensure quality control (finishes, hardware) and any deficiencies or revisions noted for future sign production.**

### Phase 4 - Plan Finalization

- A. After all necessary approvals have been made, all drawings should be collected into a cohesive set and prepared for distribution to contractors/sign shop staff for production.**
- B. Once installation is complete, the construction documents should be archived for future reference and the signage location and details added to existing GPS data for inventory purposes.**

## Sign Process All new signs require both Communications and designated GM approval.



# 3 | Project Maintenance Considerations

All proposed sign types within this Comprehensive Signage Strategy have been designed to require as little maintenance as possible, and except in the event of extreme deliberate vandalism, should provide many years of trouble free use. Two scenarios where maintenance may be required involve damage to the graphic signage panels or significant damage to the structural component.

All sign types incorporating graphic panels have been specified to be treated with an anti-graffiti coating. All panels are to be UV, graffiti, burn and corrosion resistant. Should the graphic panel need to be amended or replaced, the designs offer ease of removal with the appropriate tamper resistant fittings. Panel replacement requires unbolting the damaged or outdated panel and attaching the replacement panel.

All sign types have been designed to resist high levels of structural stress; component durability and vandalism resistance have been key priorities throughout the design process. In the event of significant structural damage, the sign should be evaluated by a qualified structural engineer and components should be replaced as recommended.

Regular maintenance of the signs should be limited. However, signs that accumulate grime should be cleaned using the following method:

- **Flush surface with clean water to remove any loose dirt and soften accumulated grime.**
- **Concrete and masonry stone can be pressure washed with a non-abrasive biodegradable detergent that will not damage surrounding vegetation.**
- **Graphic elements should be washed with a soft brush, rag or sponge. Use a mild, non-abrasive biodegradable detergent that will not harm surrounding vegetation. A list of appropriate cleaners is available from the signage manufacturer.**
- **Wash from the top down, taking care not to “over scrub” and abrade the sign surface - doing so lessens the effectiveness of the anti-graffiti coating.**
- **When finished, rinse entire sign with clean water and allow to dry.**

Over time, some signs may display efflorescence, a leaching of minerals displayed on the surface as a whitish tint. Although this should not detract from their readability, restoration is possible with an acid wash and re-application of the anti-graffiti coating.

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, FEBRUARY 08, 2023**

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**SUBJECT**     **Capital Regional District Signage Guidelines**

**ISSUE SUMMARY**

To seek direction on the Capital Regional District (CRD) corporate sign guidelines implementation.

**BACKGROUND**

As a local government, the CRD delivers over 200 services to ensure a sustainable, livable and vibrant capital region. These services have diverse signage requirements, including facility, entrance, wayfinding, educational, safety and amenity signage. In addition, consistent CRD signage throughout the region is required as an important tool to present an immediate and recognizable brand to support the needs of visitors and residents, whether travelling as a pedestrian, cyclist or in a vehicle.

Through the 2020 Service Planning process, an Initiative Business Case (IBC) was put forward and approved to develop and implement corporate signage guidelines. In January 2021, the corporate signage guidelines were approved by the Executive Leadership Team – see Appendix A. An update to the Board was included in the 2021 quarter one Priorities Dashboard under the Corporate Priority of Accountability, as well as the rolling Priorities Dashboard in quarterly updates for the remainder of the previous Board term.

As identified in the IBC, the strategy for implementation focused on replacing signs at end-of-life or as signage needs emerge, such as when new facilities are built. Since the sign strategy was finalized in January 2021, five public signs have been installed (see Appendix B).

As part of the signage implementation, the 2022 Regional Parks budget includes \$137,000 to replace three portal (entry) signs at Thetis Lake Regional Park and Elk/Beaver Lake Regional Park, and one tertiary portal sign at East Point Regional Park. In January, a social media post on the CRD Facebook page noted that a new sign was scheduled to replace the current 35+-year-old hand-carved log entry sign at Thetis Lake Regional Park.

The post garnered significant community attention, and most comments requested that the original legacy log sign at Thetis Lake Regional Park remain in place. Key themes of public feedback included strong sentiment toward keeping the existing sign, dislike of the proposed sign design for a park, work with Indigenous communities and local artists for input into the design, and concern over the new signage expenditures.

Given the strong public sentiment, the decision to replace the Thetis Lake entry sign was paused until staff brought the CRD guidelines to the CRD Board for discussion and consideration.

## **ALTERNATIVES**

### *Alternative 1*

1. That staff be directed to proceed with implementing the CRD signage guidelines, with the exception of the Regional Parks entry signs (portal signs); and
2. That staff be directed to bring the matter of Regional Parks entry signs to the Regional Parks Committee for further consideration.

### *Alternative 2*

That this report be referred back to staff with direction.

## **IMPLICATIONS**

### *Financial Implications*

The cost of developing the CRD corporate sign guidelines was approximately \$15,000. Funding of signage is the responsibility of each CRD service area and, in some instances, requires additional budgeting requirements beyond regular core annual budget amounts.

Regional Parks capital plan, which was approved by the Board 2022, included \$137,000 for 2022 and \$117,000 per subsequent year over the four-year budget to initiate the installment of the new portal signs. Change in design may require a review of the existing resources allocated.

The Capital Region Housing Corporation capital replacement budget has approximately \$200,000 for new and replacement signage for 2023, which may be carried forward.

### *Alignment with Board & Corporate Priorities*

The CRD Board identified its strategic priorities for the 2019-2022 term in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (Community Needs).

Annually, the operational adjustments and initiatives proposed through the service planning process are captured in the 15 Community Needs Summaries, which inform the Provisional Budget. Each summary provides an overview of the strategic context for service areas, core service levels associated with each service and a summary of the business model and performance metrics associated with targeted outcomes. It also provides details of the initiatives, associated staffing, timing and service levels required to advance the CRD's work in the coming year.

### *Board Priority: First Nations Reconciliation*

The CRD has prioritized taking steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all. The Parks' portal sign design includes a dedicated space for an Indigenous park name that would result from engagement and collaboration with Nations on whose Traditional Territory the park is located, as

per Regional Parks’ naming policy and as set out in the 2022-2032 Regional Parks and Trails Strategic Plan (Interim).

*Corporate Priority: Accountability*

In efforts for greater signage consistency in approach and design, the CRD signage guidelines were developed to improve customer service and CRD identity. The previous CRD Board was informed of the development and approval of the corporate sign guidelines via the Priorities Dashboard.

**CONCLUSION**

The Capital Regional District Board approved the creation of new corporate signage guidelines as an initiative in 2019 as part of the 2020 service planning process. Implementation of the CRD signage guidelines is underway, with the most recent proposal to remove and replace the entry sign at Thetis Lake Regional Park. The CRD received significant opposition to the replacement of this sign and staff were asked to put this work on hold until the corporate sign guidelines could be brought forward to the Board for direction.

**RECOMMENDATION**

1. That staff be directed to proceed with implementing the CRD signage guidelines, with the exception of the Regional Parks entry signs (portal signs); and
2. That staff be directed to bring the matter of Regional Parks entry signs to the Regional Parks Committee for further consideration.

Submitted by:	Andy Orr, Senior Manager, Corporate Communications
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: CRD Signage Guidelines
- Appendix B: CRD Signs Developed under the Signage Guidelines

## CAPITAL REGIONAL DISTRICT SIGNS DEVELOPED UNDER THE SIGNAGE GUIDELINES

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Since the CRD Signage Guidelines document was approved in January 2021, the following five public signs have been installed.

### REGIONAL PARKS

- One primary portal sign at Elk/Beaver Lake Regional Park at the Beaver Beach Entrance – replacement sign installed January 12, 2023



- One new tertiary portal sign at East Point Regional Park due to a previous commitment to Parks Canada around jurisdictional confusion – installed the week of September 28, 2022



The following two signs are under a current contract for installation but have not been installed yet and are on hold pending Board direction.

- Primary sign at Thetis Lake Regional Park Main Entrance
- Secondary sign at Thetis Lake Regional Park Highlands Road entrance

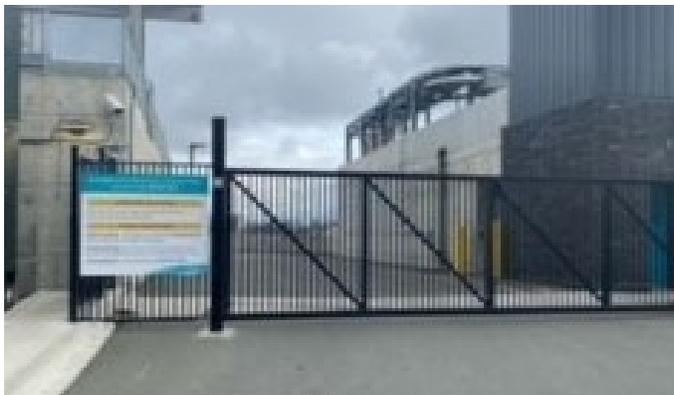
## HOUSING

- 2782 Spencer – new sign installed January 5, 2023



## WASTEWATER

- McLoughlin Point Wastewater Treatment Plant gate – new sign installed the week of April 11, 2022



**ENVIRONMENTAL RESOURCE MANAGEMENT**

- Port Renfrew Transfer Station – replacement sign – installed week of December 5, 2022





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## REPORT TO REGIONAL PARKS COMMITTEE MEETING OF WEDNESDAY, MARCH 22, 2023

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**SUBJECT**     **Capital Regional District Regional Parks - 2023 Capital Plan Update**

### **ISSUE SUMMARY**

To provide information on the Capital Regional District (CRD) Regional Parks planned 2023 capital projects, as identified in the CRD Regional Parks 2023-2027 Capital Plan.

### **BACKGROUND**

The CRD's system of regional parks and trails is comprised of both natural assets and built facilities, including over 13,200 ha of land and 300 km of park trails in 33 regional parks, and approximately 100 km of paved and gravel regional trails. The total replacement value for the built infrastructure is estimated at \$126 million. The value of regional trails infrastructure makes up over 40% of the total asset replacement value.

Total asset replacement values are based on existing built infrastructure life-cycle cost valuations and condition profiles and do not include estimates for enhanced or expanded infrastructure needed to support a growing park system. The 2023-2027 Capital Plan focuses on addressing the replacement needs of aging critical infrastructure and addressing increased service delivery requirements, including amenities for new park staff positions, expanding park land base, and level of service enhancements within high-use sections of the regional trails. A more detailed staff report on funding options for widening and lighting of priority sections of the Galloping Goose and Lochside regional trails will be presented to the Transportation Committee in July.

The CRD Committee of the Whole provided provisional approval of the 2023 Financial Plan at the September 21, 2022 special budget meeting. The CRD's Regional Parks 2023-2027 Capital Plan was presented to the CRD Board for approval at its March 15 meeting.

Appendix A provides a brief description and budget for the CRD's Regional Parks 2023 capital projects that have received provisional authorization. A total of 18 projects are planned for 2023, with a total budget of \$15,750,360. Funding for the 2023 capital projects is provided through a combination of reserve (\$10,541,378), grant (\$4,517,682) and equipment replacement funds and existing capital funds (\$691,300).

Appendix B contains the Capital Expenditure Plan Summary – 2023 to 2027 – that has received provisional approval by the Committee of the Whole. Funding for the five-year plan is provided through a combination of revenue, grant and debt funding sources.

### **CONCLUSION**

Each year, the CRD undertakes capital projects to develop new, or to replace existing, regional park facilities and to ensure public safety. Eighteen projects with an estimated budget of \$15,750,360 are identified for 2023. There are sufficient funds available in the CRD's Regional Parks budget to pay for the proposed infrastructure projects as detailed in Appendix A. All contracts will be let and awarded in accordance with CRD procurement policy.

**RECOMMENDATION**

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

Submitted by:	Jeff Leahy, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

Appendix A: 2023 Capital Project Descriptions and Budget

Appendix B: Five-Year Capital Expenditure Plan Summary – 2023 to 2027

**2023 CAPITAL PROJECT DESCRIPTIONS AND BUDGET  
CRD REGIONAL PARKS**

No.	Project Title and Description	Budget
<b>1.</b>	<b>Construct: Mayne Island Regional Trail – Phase 1 Development</b>	<b>\$2,970,000</b>
	Construct a 2.3 km cycling and pedestrian trail extending between Village Bay to Miner’s Bay village on Mayne Island. The project is dependent on grant funding.	
<b>2.</b>	<b>Replace: Kiosk Strategy</b>	<b>\$25,000</b>
	Replace aging information kiosk structures in regional parks. The project is anticipated to continue through 2024.	
<b>3.</b>	<b>Renew: Galloping Goose Regional Trail Bridges (5)</b>	<b>\$1,120,000</b>
	Construct Veitch Creek, Bilsten (2), Charters and Interurban bridge repairs, critical infrastructure on the Galloping Goose Regional Trail.	
<b>4.</b>	<b>Replace: Portal Signs</b>	<b>\$117,000</b>
	Remove old signs and replace with portal signs that align with CRD Corporate Sign Strategy.	
<b>5.</b>	<b>Construct: Site Development Plan – Mill Hill and 728</b>	<b>\$32,000</b>
	Capital funds associated with new FTE positions. Determine and develop Regional Park staff office, parking, storage, electrical and operational works yard upgrades at Mill Hill work site, Elk Lake Nature Centre work site and Beaver Lake work site.	
<b>6.</b>	<b>Purchase: Equipment (IT and Office Equipment)</b>	<b>\$120,000</b>
	Capital funds associated with new FTE positions. Purchase of office furniture and IT equipment.	
<b>7.</b>	<b>Upgrade: Elk Lake Site Septic</b>	<b>\$75,000</b>
	Capital funds associated with new FTE positions. Elk Lake 728 work site septic upgrade.	
<b>8.</b>	<b>Renovate: Office Space Parks HQ and 728</b>	<b>\$64,000</b>
	Capital funds associated with new FTE positions. Determine and upgrade Regional Park staff office, parking, storage, electrical and operational works yard upgrades at Mill Hill work site, Elk Lake Nature Centre work site and Beaver Lake work site.	

**CRD Regional Parks  
2023 Capital Project Descriptions**

No.	Project Title and Description	Budget
9.	<b>Purchase: New Genset for Mt. McDonald</b>	<b>\$60,000</b>
	Purchase a new backup power supply that is required for the emergency communications equipment located on Mt. McDonald.	
10.	<b>Construct: Selkirk Trestle Phase 1 and 2</b>	<b>\$3,789,350</b>
	Construct, repair and enhance (widening and lighting) the Selkirk Trestle. The project is dependent on grant funding.	
11.	<b>Design: Galloping Goose Regional Trail (4 km widened, separated multi-use trail with lighting)</b>	<b>\$1,006,210</b>
	Design a 2 km section of the Galloping Goose Regional Trail to include separated multi-use trail (widening with lighting). The project area starts at the Selkirk Trestle to the Switch Bridge (2 km). The project is dependent on grant funding.	
12.	<b>Renew: Design Brett Trestle Replacement</b>	<b>\$126,500</b>
	Design the replacement of the Brett Trestle, critical infrastructure on the Lochside Regional Trail, as identified in engineering report. The project is dependent on grant funding.	
13.	<b>Replace: Vehicle Replacement</b>	<b>\$615,000</b>
	Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.	
14.	<b>Replace: Equipment Replacement</b>	<b>\$44,300</b>
	Regional Parks maintains an equipment replacement fund to replace equipment that is not captured within the vehicle replacement program. This includes office equipment and operational field equipment.	
15.	<b>Potential Land Acquisition Transactions</b>	<b>\$5,000,000</b>
	Funds allocated for potential land acquisition transactions estimated at \$5 million per year.	

**CRD Regional Parks  
2023 Capital Project Descriptions**

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No.	Project Title and Description	Budget
<b>16.</b>	<b>Purchase: Staff Vehicles</b>	<b>\$540,000</b>
	Capital funds associated with new FTE positions. Purchase of 7 vehicles to support new staff. 2 x electric half-tonne pickups (\$85k), 4 mid-size pickups (e.g., Chevy Colorado) (\$55k) (no electric option on mid-size), and a one-tonne dump truck (\$150k) (internal combustion).	
<b>17.</b>	<b>Purchase: Skidsteer Grader Attachment</b>	<b>\$30,000</b>
	Purchase a new Skidsteer Grader attachment for operating critical equipment.	
<b>18.</b>	<b>Purchase: Water Quality Monitoring Equipment</b>	<b>\$16,000</b>
	Purchase a data logger for the Elk/Beaver oxygenation system. The equipment will help reduce the sampling time and expenses required to monitor and effectively respond to changes in water quality when the system is turned on. The data logger will be connected to a buoy on the lake with solar and telemetry.	
<b>2023 CAPITAL PROJECT BUDGET</b>		<b><u>\$15,750,360</u></b>

**CAPITAL REGIONAL DISTRICT**  
**FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027**

<b>1.280 Regional Parks</b>	<b>Carry Forward from 2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>TOTAL</b>
<b>EXPENDITURE</b>							
Buildings	\$96,000	\$96,000	\$95,000	\$480,000	\$0	\$45,000	\$716,000
Equipment	\$0	\$270,300	\$63,800	\$60,900	\$71,600	\$54,300	\$520,900
Land	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Engineered Structures	\$0	\$9,229,060	\$3,848,436	\$4,751,734	\$7,801,894	\$6,095,000	\$31,726,124
Vehicles	\$0	\$1,155,000	\$575,000	\$270,000	\$305,000	\$120,000	\$2,425,000
	<b>\$96,000</b>	<b>\$15,750,360</b>	<b>\$9,582,236</b>	<b>\$10,562,634</b>	<b>\$13,178,494</b>	<b>\$11,314,300</b>	<b>\$60,388,024</b>
<b>SOURCE OF FUNDS</b>							
Capital Funds on Hand	\$32,000	\$32,000	\$56,063	\$0	\$260,000	\$0	\$348,063
Debenture Debt (New Debt Only)	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$20,000,000
Equipment Replacement Fund	\$0	\$659,300	\$638,800	\$330,900	\$376,600	\$174,300	\$2,179,900
Grants (Federal, Provincial)	\$0	\$4,517,682	\$1,145,254	\$2,645,410	\$5,165,890	\$3,070,000	\$16,544,236
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$64,000	\$10,541,378	\$2,742,119	\$2,586,324	\$2,376,004	\$3,070,000	\$21,315,825
	<b>\$96,000</b>	<b>\$15,750,360</b>	<b>\$9,582,236</b>	<b>\$10,562,634</b>	<b>\$13,178,494</b>	<b>\$11,314,300</b>	<b>\$60,388,024</b>



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## REPORT TO TRANSPORTATION COMMITTEE MEETING OF WEDNESDAY, MARCH 15, 2023

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**SUBJECT**     **Cycling Facility Criteria**

### **ISSUE SUMMARY**

To approve regional All-Ages and Abilities (AAA) cycling facility criteria.

### **BACKGROUND**

On July 14, 2021, the Capital Regional District (CRD) Board directed staff to advance implementation actions for the regional transportation priorities, including the creation of a transportation working group. A key implementation action for the active transportation priority, to be advanced through the working group, is the development of a policy framework for the long-term build out of a consistent, connected cycling network.

The Transportation working group requested an updated tool to support planning for connections between jurisdictions and to facilitate reporting on progress towards building out the region's future cycling network. A standard definition of AAA facility criteria that can be applied consistently across the region is needed to develop such a tool. This information helps local government and agency partners plan for connections between jurisdictions. It also facilitates reporting on progress towards building out the region's future cycling network.

AAA facilities provide a comfortable and safe cycling experience for people of AAA, including families with children, seniors and new riders. The criteria for a AAA facility are based on the BC Active Transportation Design Guide and definitions used by TransLink and the City of Vancouver. For the purposes of consistent planning and reporting, the CRD will consider AAA cycling facilities to be those that meet the criteria set out in Table 1. AAA Cycling Facility Criteria, as shown in Appendix A.

### **ALTERNATIVES**

#### *Alternative 1*

The Transportation Committee recommends to the Capital Regional District Board:  
That the Capital Regional District Board approve the regional cycling facility criteria shown in Appendix A.

#### *Alternative 2*

That the Regional Cycling Facility Criteria report be referred back to staff for additional information based on Transportation Committee direction.

### **IMPLICATIONS**

#### *Environmental & Climate Implications*

Supporting the development of a consistent AAA cycling network will allow more people to choose cycling for their travel resulting in reduced greenhouse gas emissions.

#### *Intergovernmental Implications*

The Regional Transportation working group is comprised of designated staff from the CRD, member local governments, the Ministry of Transportation and Infrastructure and BC Transit. The

working group’s mandate is to provide a staff-level forum to coordinate development of advice and guidance related to the implementation of the regional transportation priorities. The working group provided input into the AAA facility criteria. The working group confirmed the criteria and local governments will continue implementing the regional cycling network through their planning and design efforts.

*Regional Growth Strategy Implications*

The Regional Growth Strategy (RGS) sets a mode share target of 15% for cycling. A consistent connected network will help support this goal.

*Service Delivery Implications*

Standard AAA cycling facility criteria enables coordinated delivery of a consistent, connected regional cycling network. Local governments are responsible for making the local policy, planning and infrastructure decisions required to complete the network. CRD Regional Parks are responsible for those requirements in relation to the regional trails. The BC Active Transportation Design Guide provides information about facility design considerations and applications. As noted in the design guide, all designs should be applied with sound professional judgement that considers the unique context of each project.

CRD staff will report on status of completion of the network using the criteria. Consistent AAA facility criteria allows for better monitoring and reporting of planning and service delivery outcomes.

*Alignment with Existing Plans & Strategies*

The cycling facility criteria support the outcome statement from the Regional Transportation Plan: “Cycling is an appealing, safe, convenient and viable transportation option for residents and visitors of all skill and confidence levels.” In addition, this work helps implement the regional transportation priority for active transportation by providing a framework for consistent cycling facility criteria. Consistent AAA criteria allows for comparability between local networks and plans.

**CONCLUSION**

Active transportation is a regional transportation priority. A key implementation action for this priority is the development of a policy framework for the long-term build out of a consistent, connected cycling network. Standard AAA cycling facility criteria have been prepared to assist local government staff ensure consistency of connections between jurisdictions. The Regional Transportation working group supports the AAA cycling facility criteria.

**RECOMMENDATION**

The Transportation Committee recommends to the Capital Regional District Board:  
That the Capital Regional District Board approve the regional cycling facility criteria shown in Appendix A.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: Regional Cycling Facility Classification

# Regional Cycling Facility Criteria

## Background

The Capital Regional District's (CRD) 2011 Pedestrian and Cycling Master Plan (PCMP) sets out a regional cycling network and actions to support its implementation. Local government active transportation plans and the Province's BC Active Transportation Design Guide implement the network and provide detailed planning, selection, design, implementation, and maintenance guidance for active transportation facilities. The CRD Transportation working group requested an updated tool to support planning for connections between jurisdictions and to facilitate reporting on progress towards building out the region's future cycling network. A standard definition of all-ages and abilities (AAA) facility criteria that can be applied consistently across the region is needed to develop such a tool.

## AAA Cycling Facility Criteria

AAA facilities provide a comfortable and safe cycling experience for people of AAA, including families with children, seniors and new riders. The criteria for a AAA facility are based on the BC Active Transportation Design Guide\* and definitions used by TransLink and the City of Vancouver. For the purposes of consistent planning and reporting, the CRD will consider AAA cycling facilities to be those that meet the criteria set out in Table 1. AAA Cycling Facility Criteria.

**Table 1. AAA Cycling Facility Criteria**

Target Motor Vehicle Speed	Target Max Motor Vehicle Volume	Motor Vehicle Lanes	Key Operational Consideration	All Ages & Abilities Bicycle Facility
Any	Any	Any	Any of the following: High curbside activity, frequent buses, motor vehicle congestion or turning conflicts	Protected Bike Lane (one-way or two-way)
≤ 30 kph	≤ 1000 per day	No centerline or single lane one-way	< 50 motor vehicles per hour in peak direction at peak hour	Neighbourhood Bikeway or Advisory Bike Lane (traffic calmed shared route)
Highways, natural / linear corridors, or geographic edge conditions with limited conflict			High pedestrian volume	Separated Multi-Use Path (off-street)
			Low pedestrian Volume	Shared Multi-Use Path (off-street)

\*The BC Active Transportation Design Guide provides information about facility design considerations and applications. As noted in the design guide, all designs should be applied with sound professional judgement that considers the unique context of each project.



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## REPORT TO TRANSPORTATION COMMITTEE MEETING OF WEDNESDAY, MARCH 15, 2023

---

**SUBJECT**     **Governance Options: Transportation Planning Backgrounder**

### **ISSUE SUMMARY**

To provide background information on transportation in the region and to initiate the planning required to scope regional transportation governance options.

### **BACKGROUND**

Transportation continues to be a regional priority for the Capital Regional District (CRD) Board and residents across the region. On March 8, 2023, the Board approved a strategic priority to present options for changes in governance for transportation in the region.

The Regional Transportation Plan (RTP), approved in 2014, sets out a vision for transportation in the region and identifies outcomes to guide implementation. Most significantly, the RTP provides policy direction to establish a multi-modal network that consists of regionally significant transportation corridors that include major transit routes and trails to connect with local and provincial road networks and regional activity centers. To support RTP implementation, the CRD commissioned the 2014 Transportation Service Feasibility Study to receive information about changes that could be made to governance in the region.

Through the 2019-2022 term, the CRD Board received a series of reports evaluating RTP implementation progress. The Board validated RTP policy direction, and with input from local governments, BC Transit, BC Ferries and the Province, approved 12 regional transportation priorities and associated implementation actions.

This report presents the Transportation Committee with background information on existing transportation policy direction. Based on this information, staff propose an approach to initiate the planning required to deliver this Board priority.

### **Regional Transportation: Problem Definition and Policy Direction**

As shown in Appendix A, a series of transportation plans and studies have been undertaken since 2011 to define and identify solutions to three core transportation problems affecting the region:

1. Traffic congestion in the AM and PM peak periods increases travel time and decreases residents' quality of life,
2. The regional road network is largely built out, constraining infrastructure solutions because of cost and geography; as a result, solutions are needed to shift mode share; and,
3. Transportation is responsible for 40% of the region's greenhouse gas (GHG) emissions and action is needed to curb these emissions.

On December 9, 2020, the CRD Board confirmed these problems and on May 12, 2021, identified that solutions should also help improve regional affordability and safety.

As noted above, RTP policy direction is provided through eight regional outcome statements to guide the planning and development of the multi-modal transportation network.

### **RTP Outcomes and Implementation Actions**

RTP outcomes were developed in recognition that the CRD, local governments, BC Transit and the Province are partners in building out the multi-modal transportation network. The RTP was

not intended to address site or local government-specific issues, rather to establish outcomes that partners can work towards.

There are four broad types of actions that partners can use to implement the network.

1. **Planning and policy** to define problems and identify solutions;
2. Investments in **infrastructure, service delivery and programming** to ensure safety, increase reliability and improve mode choice;
3. **Land use decisions** to achieve densities that can be efficiently served by transit, support active transportation and take action on climate change by reducing GHG emissions; and
4. **Behaviour change** to promote mode shift (e.g., travel demand management).

### **RTP Implementation: Progress to Date**

All partners have been taking action to implement the RTP. On March 10, 2021, the Board received a report evaluating progress against the RTP. Appendix B summarizes findings from the RTP progress report.

Data show that progress has been made to shift mode share and, more recently, attract provincial funding for infrastructure projects to improve public safety and mode choice. Gaps remain as traffic volumes and travel times remain stubbornly high, and the region is only halfway to achieving its mode share target of 45% of trips taken by walking, cycling and transit.

On May 12, 2021, the CRD Board agreed to a list of 12 transportation priorities and on July 14, 2021, approved implementation actions. The CRD Board receives annual progress updates on the transportation priorities. As noted in the February 8, 2023, report, strong progress is being made to deliver on approved regional transportation priorities. Of the 12 priorities, 10 are proceeding as planned and two are experiencing delays outside of local government control. The transportation priorities are shown in Appendix C.

### **Transportation Governance**

Governance, simply defined, is about decision-making. A governance structure sets out how decisions are made, who is involved in those decisions, who pays, and who is accountable for implementation.

Current transportation governance in the region is mode-specific, where each partner has responsibility for a distinct transportation mode, and independently localized, where there are 13 jurisdictions directing decisions about land use and local roads. Appendix D summarizes this mode-specific governance framework. From a regional perspective, the outcome of this governance structure is that impacts of local transportation decisions are felt regionally while the responsibility for action lies with local or provincial authorities. Put differently, there is no decision-making mechanism to collectively consider the regional impacts of municipal and provincial transportation decisions.

### **Regionalized Governance: Previous Attempts**

The CRD Transportation Service Feasibility Study, prepared in 2014 to support RTP implementation, assessed the need and feasibility for a more formalized governance structure for transportation decisions in the region. The study found that, from a policy perspective, the existing mode-specific governance framework limits the scope, scale and funding needed to improve travel time and curb greenhouse gas (GHG) emissions.

The study recommended a three-step process to shift to a collaborative multi-modal governance framework:

- Step 1: Consolidate existing CRD transportation functions within one CRD service.
- Step 2: Expand CRD service authority to undertake additional functions as necessary, including the ability to hold property, borrow and spend money, and enter into

contracts to provide an expanded range of transportation-related programs and services.

Step 3: Establish a framework for further service expansion, including greater operational involvement in a regional multi-modal network and a possible merger of all or part of the existing transit service into the CRD.

The recommendation is based on an analysis of governance needs in relation to the RTP outcome statements. Appendix E summarizes this analysis.

The study acknowledged that the current mode-specific governance framework is structural, as power and authorities are set out in legislation. For the best chance of success, the study recommended that a new multi-modal governance framework be developed collaboratively and implemented in a stepwise fashion where each step proves feasibility before moving to the next.

The CRD Board has made numerous attempts to increase its role in regional transportation. These attempts have been unsuccessful due to concerns about loss of municipal control over transportation decisions and local cost impacts. Governance reviews, along with correspondence from the Premier's Office, indicate that the CRD Board needs to reach consensus around its transportation future before it can take a leading role in regional transportation. Appendix F summarizes previous service establishment attempts.

### **Next Steps**

This report summarizes existing policy direction and actions taken to date to implement the region's multi-modal transportation network. The following information is needed to initiate the planning required to develop transportation governance options:

1. An analysis of progress toward meeting the region's multi-modal governance needs, given actions taken since 2014 to implement the RTP.
2. An evaluation of impacts, developed in collaboration with affected partners, associated with a shift in transportation governance.

### **ALTERNATIVES**

#### *Alternative 1*

The Transportation Committee recommends to the Capital Regional District Board: That staff be directed to initiate the planning required to develop transportation governance options, including a progress analysis of governance needs and an impact evaluation associated with changes to the existing mode-specific governance framework.

#### *Alternative 2*

That the Governance Options: Transportation Planning Backgrounder report be referred back to staff for additional information based on Transportation Committee direction.

### **IMPLICATIONS**

#### *Environmental & Climate Implications*

The CRD Board has declared a climate emergency. Road based transportation is responsible for 46% of all GHG emissions in the region. Transportation solutions that shift mode share – get more people taking transit, walking and cycling – will help address traffic congestion and reduce GHG emissions.

#### *Intergovernmental Implications*

Responsibility for implementing the RTP is shared among multiple jurisdictions. In addition to achieving the regional outcomes set out in the RTP, each jurisdiction has its own transportation goals and objectives. It has been challenging for the CRD to reach consensus on topics related

to transportation as such requires both Board and council support. Feedback from the various governance reviews indicates that the CRD will only be heard if it can present a unified message of governance needs, supported by all affected partners. Additionally, feedback has stated that it is the CRD's responsibility to propose a change in governance; the Province has indicated it will not direct such changes without a governance proposal with unified partner support.

Both the transportation service feasibility study and lessons learned from previous change in governance attempts indicate that a collaborative approach to preparing governance options is required. The level of effort to collaborate with relevant elected representatives and staff is significant. For this reason, CRD staff propose to initiate planning for the development of governance options through analysis and impact evaluation prior to seeking direction on the scope of governance options.

#### *Regional Growth Strategy Implications*

The vital links between transportation and land use planning are clearly identified in the Regional Growth Strategy (RGS). A key transportation indicator in the RGS measures the percentage of total trips made by cycling, walking and transit in the growth management planning area. The mode share has increased from 22.4% in 2011 to 26.6% in 2017. The RGS target for 2038 is 45%. It is expected that mode share could decline when the impacts of the pandemic on travel behaviour and regional mode share are reported later in 2023 with the release of the Origin Destination Household Travel Survey.

The 2022 RGS Indicators Report highlights that recent growth in the region has largely gone to parts of the region that do not have a high active transportation and transit mode share.

#### *Social Implications*

The Regional Housing and Transportation Cost Estimate Study, prepared in 2020, identified that transportation costs can be a major household expense depending on where one lives and if one owns a vehicle for primary transportation. A key finding from the study is that transportation choice could save households money, making life more affordable in the region. Transportation solutions that help increase mode share will support improved affordability. Such solutions should be designed with equity in mind to ensure that residents have access to different transportation modes.

#### *Service Delivery Implications*

The CRD has the service authority to manage regional trails, collect and analyze transportation data and collaborate with partners to plan for the region's transportation needs. The CRD does not have a mandate to operate transit/ferries/rail, build road infrastructure, prioritize regional grant applications or dictate road standards. The CRD Board is in a unique position to advocate for regional priorities and can be most effective when presenting a unified position supported by local government councils.

Transportation infrastructure and policy projects continue to advance, led by local government, regional, provincial and agency partners. Local governments have leveraged the RTP to develop their own localized transportation plans that include a regional lens and align with regional objectives. Similarly, the Province heavily relied on the RTP to develop the 2020 South Island Transportation Strategy. The Regional Transportation Working Group, established in 2021, supports a coordinated approach to policy development and infrastructure delivery at the staff level.

#### *Financial Implications*

The CRD funds the planning, operation, maintenance, expansion and enhancement of regional trails and provides regional transportation planning functions.

Up until 2014, the CRD received federal gas tax funding through the Regionally Significant Projects Fund. The CRD administered this funding on behalf of local governments. RTP was

created with the understanding that this funding would be available to fund its actions and objectives. These funds are now distributed to local governments directly, through the Union of British Columbia Municipalities (UBCM) and increasingly these funds are used on non-transportation projects such as water and recreation. There is no funding mechanism to incentivize regional prioritization of transportation infrastructure projects.

*Alignment with Board & Corporate Priorities*

On March 8, 2023, the CRD Board approved its 2023-2026 Board Priorities. Priority 1(c) is to present options for changes in governance for transportation in the region, including the Electoral Areas. Additional analysis and impact evaluation is needed prior to seeking direction on the scope of governance options.

*Alignment with Existing Plans & Strategies*

Several CRD plans and strategies relate to the implementation of the RTP, including the RGS, the Interim Regional Parks and Strategic Plan, the Regional Trails Management Plan and the CRD Climate Action Strategy. These guiding policy documents will support the additional analysis and impact evaluation needed to scope governance options.

**CONCLUSION**

Transportation continues to be a major regional priority. The RTP provides policy direction for a regional multi-modal transportation network and the Transportation Service Feasibility Study proposes governance changes. The CRD Board validated RTP policy direction in 2021, and with input from partners, approved 12 regional transportation priorities and associated implementation actions. Additional information, including an analysis of progress toward meeting the region’s multi-modal governance needs and an impact evaluation, is needed to scope transportation governance options.

**RECOMMENDATION**

The Transportation Committee recommends to the Capital Regional District Board:  
That staff be directed to initiate the planning required to develop transportation governance options, including a progress analysis of governance needs and an impact evaluation associated with changes to the existing mode-specific governance framework.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional and Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Existing Transportation Plans and Studies
- Appendix B: Regional Transportation Plan Progress Report Summary
- Appendix C: Regional Transportation Priorities
- Appendix D: Mode-Specific Transportation Governance
- Appendix E: Governance Needs for Regional Transportation Plan Outcomes
- Appendix F: Transportation Service Establishment Timeline

## Appendix A: Existing Transportation Plans and Studies

Responsibility for transportation functions is shared across a number of partners in the region, each responsible for taking action on matters within their own jurisdiction.

Since 2011, 16 plans and studies have been developed to define and identify solutions to three core transportation problems affecting the region.

- 1) Traffic congestion in AM and PM peak periods increases travel time and decreases residents' quality of life.
- 2) Need to shift mode share as the regional road network is largely built out, focusing on actions that improve transportation choice and change behaviour.
- 3) Transportation is responsible for 40% of the region's greenhouse gas (GHG) emissions and action is needed to curb these emissions.

### How are we doing?

-  Mode share is improving: 22.4% in 2011, compared to 26.6% in 2017.
-  Traffic volumes and travel times continue to increase.
-  46% of GHG emissions are from the transportation sector.

**Table 1. List of Transportation Plans & Studies**

Year	Plan / Study	Authority
2011	Victoria Transit Future Plan	BC Transit
2011	Pedestrian and Cycling Master Plan (PCMP)	Capital Regional District (CRD)
2012	Regional Transit Local Funding Options	CRD
2013	Transit Governance Review	CRD
2014	Regional Transportation Plan (RTP)	CRD
2014	Transportation Service Feasibility Study	CRD
2014	End of Regionally Significant Projects Fund (RSPF) for regional districts	Province (MUNI*)
2016	Regional Trails Management Plan	CRD
2016	Transportation Data and Analytics Program Review	CRD
2016	Governing Greater Victoria – the Role of Elected Officials and Shared Services (Bish Report)	Province (MUNI)
2017	Capital Integrated Services and Governance Initiative	Province (MUNI)
2019	Move, Commute, Connect – BC Active Transportation Strategy (CleanBC)	Province (MOTI*)
2020	South Island Transportation Strategy (SITS)	Province (MOTI)
2020	Victoria Regional Transit 10 Year Vision	BC Transit
2020	(Draft) Victoria Region Rapid Bus Strategy and Implementation Action Plan	BC Transit
Ongoing	Local Area Transit Plans	BC Transit
Ongoing	Local Transportation Master Plans	Local Governments
2021	Regional Transportation Priorities	CRD

\* Acronyms: MUNI – Ministry of Municipal Affairs; MOTI – Ministry of Transportation and Infrastructure

## Appendix B: Regional Transportation Plan Progress Report Summary

### Planning

- ✓ Local government, BC Transit and Ministry of Transportation and Infrastructure have adopted transportation plans aligned to the regional multi-modal network
- ✓ All partners agreed to convene a staff-level transportation working group, reporting through the Capital Regional District (CRD) Transportation Committee

### Infrastructure / Service Delivery

- ✓ MOTI has invested in numerous safety improvements to Highways 14, 17 and Malahat and completed construction of the McKenzie Interchange
- ✓ MOTI and local governments have completed infrastructure improvements to support rapid transit service and BC Transit is ready to launch RapidBus
- ✓ Local governments have invested in their active transportation networks
- ✓ CRD has initiated a multi-year widening and lighting project for regional trails
- ~ Active travel network is implemented according to local priorities
- ~ Transit service improvements are not driven by local need or ability to pay for additional service

### Land Use

- ✓ The 2018 Regional Growth Strategy identifies settlement concepts that correspond with the regional multi-modal network
- ✓ Local government Official Community Plans integrate planning for transportation and housing
- ~ Only 20% of new growth is located in places that are meeting mode share targets

### Behaviour Change

- ✓ 45 active school travel plans have been completed
- ✓ Anecdotal evidence from the pandemic suggests that altered commute patterns can help address congestion and greenhouse gas impacts
- ✓ BC Transit has incentivized youth ridership and has education/outreach program to encourage transit ridership
- ✓ City of Victoria is investigating options to incentivize transit and active travel in the downtown core
- ✓ Traffic Safety Commission funds research and outreach campaigns to support traffic safety
- ~ Little progress has been made to establish and implement a region-wide Transportation Demand Management program beyond active travel planning initiatives

## Appendix C: Regional Transportation Priorities

Priority areas are categorized by the type of action needed to advance each priority, recognizing that communities across the region have different transportation needs. This approach is a viable step toward implementing the regional multi-modal transportation network.

### Advocacy

Priority areas related to multi-modal infrastructure investments have cross-regional support or respond to sub-regional needs. These priority areas require action by agency partners (i.e., Ministry of Transportation and Infrastructure and BC Transit) and the Capital Regional District (CRD) role is to advocate for the region's fair share of these investments.

- **RapidBus (Bus Mass Transit):** Accelerate RapidBus implementation.
- **Highway Safety and Multi-modal Improvements:** Prioritize highway improvements that deliver multi-modal infrastructure and safety, while advancing regional mode share and climate targets.
- **SSI / SGI Connectivity:** Seek multi-modal and safety improvements to enhance connectivity to Salt Spring Island (SSI) and the Southern Gulf Islands (SGI).
- **Transit – General:** Improve local transit service in rural areas.
- **Westshore Passenger Ferry (Non Bus Mass Transit):** Plan for long term need by conducting a service feasibility study.
- **E&N Corridor (Non Bus Mass Transit):** Plan for long term need by maintaining and upgrading the E&N right of way for future use as a transportation corridor.

### Action

Several priority areas require regional direction or local action to implement, and all but active transportation reflect sub-regional variations in priorities. The CRD role is to act where it has authority, coordinate where needed, and set direction on matters that are currently not the responsibility of any partner.

- **Active Transportation:** Complete the regional trail network and seek dedicated transportation funding for green transportation alternatives.
- **TDM:** Undertake transportation demand management (TDM) policy and programming.
- **Safety Policy:** Develop and implement a “Vision Zero” policy approach that aims to keep all road users safe from the risk of being seriously injured or killed on the road network.
- **Strengthen Land Use:** Continue to implement the Regional Growth Strategy Settlement Concept by directing growth to places that encourage walking, cycling and efficient use of public transit.
- **Parking and Access Upgrades:** Improve access to transit park and rides and parks.

### Pivot

A few priority areas require careful consideration of context. These priority areas could be challenging for the region to advance successfully in the short- to medium-term given existing senior government policy direction, current context and costs, and could detract from advancing other priorities. The CRD role is to support a balanced consideration of needs before advancing this work

- **Governance:** Consider initiating a process to change governance and/or authorities once the region has been able to evaluate the success of prioritization.
- **Rail Link and Westshore Passenger Ferry:** Consider taking action on these alternative mass transit approaches once ridership capacity can accommodate both bus rapid transit and light rail and/or passenger ferry.

# Appendix D: Mode-Specific Transportation Governance



## Capital Regional District



## Local Governments



## BC Transit



## MOTI

<p><b>Regional and Multi-Use Trails</b></p>	<p><b>Primary Service Provider</b></p> <p>Planning, design, operation, maintenance, regulation and funding of regional trail system that acts as active transportation spine.</p>	<p><b>Level of Involvement</b></p> <p>Integrate local trails and cycling routes into the regional system.</p>	<p><b>Level of Involvement</b></p> <p>Supports integration of active modes of transportation with transit.</p>	<p><b>Level of Involvement</b></p> <p>Leases Galloping Goose right of way to CRD.</p>
<p><b>Regional and Local Roads</b></p>	<p><b>Level of Involvement</b></p> <p>Identify multi-modal road network and policy support for all modes of transportation through RGS and RTP. Contribute data.</p>	<p><b>Primary Service Provider</b></p> <p>Planning, priority-setting, design, operation, maintenance, regulation and funding of roads that provide for local circulation.</p>	<p><b>Level of Involvement</b></p> <p>Operate transit on local roads.</p>	<p><b>Level of Involvement</b></p> <p>Integrate highway network for inter-regional travel into local roads.</p>
<p><b>Land Use - Corridors &amp; Nodes</b></p>	<p><b>Level of Involvement</b></p> <p>Set regional vision and high-level policies for growth management through the RGS. Contribute data.</p>	<p><b>Primary Service Provider</b></p> <p>Use planning, land use regulation and taxation tools to shape the location and rate of development.</p>	<p><b>Level of Involvement</b></p> <p>Need population and/or employment density to provide efficient and reliable transit service.</p>	<p><b>Level of Involvement</b></p> <p>Policy guidelines and approvals of development applications adjacent to highway corridors.</p>
<p><b>Regional Transit Network</b></p>	<p><b>Level of Involvement</b></p> <p>Policy support for transit system through RGS and RTP. Contribute data.</p>	<p><b>Level of Involvement</b></p> <p>Maintain roads and bus shelters, contribute to transit route planning initiatives and contribute property taxes to transit operations.</p>	<p><b>Primary Service Provider</b></p> <p>Planning, priority-setting, design, operation, maintenance, regulation and funding of transit routes and service.</p>	<p><b>Level of Involvement</b></p> <p>Enable transit operations on provincial highways. Contribute capital and operating funds.</p>
<p><b>Provincial Highways</b></p>	<p><b>Level of Involvement</b></p> <p>Policy support for inter-regional through RGS and RTP. Contribute data.</p>	<p><b>Level of Involvement</b></p> <p>Integrate local roads and intersections with provincial highways.</p>	<p><b>Level of Involvement</b></p> <p>Operate transit on provincial highways.</p>	<p><b>Primary Service Provider</b></p> <p>Planning, priority-setting, design, operation, maintenance, regulation and funding of provincial highways.</p>
<p><b>Outcomes</b></p>	<p>Impacts of transportation decisions are felt regionally through congestion pinch-points and intra-regional travel.</p>	<p>No mechanisms to collectively consider the impact of municipal transportation decisions.</p>	<p>Region has no advocacy leverage as there is no consensus on regional priorities.</p>	<p>Region has no advocacy leverage as there is no consensus on regional priorities.</p>

Appendix E: Governance Needs for Regional Transportation Plan Outcomes

RTP Outcomes	Outcome Statement	Required Governance
<p><b>Integrate Land Use and Transportation</b></p>	<p>The regional multi-modal network facilitates movement between communities.</p> <p>Mobility hubs align with the Regional Growth Strategy to provide people with access to housing, employment, services, amenities and transportation choices at different scales (local, sub-regional and regional).</p> <p>Transportation and land use planning tools are integrated at the local and regional levels.</p>	<p>Ability to significantly influence land use</p>
<p><b>Create Exceptional Environments for Walking and Cycling</b></p>	<p>Cycling is an appealing, safe and viable transportation option at all skill levels.</p> <p>Walking is supported by safe, convenient and accessible infrastructure.</p>	<p>Authority and/or influence to take action needed to meet cycling and walking mode share targets of 15% each by 2038</p>
<p><b>Take Transit to the Next Level</b></p>	<p>Public transit is a preferred transportation choice and attracts new riders through comfortable, safe, accessible and convenient service.</p>	<p>Authority and/or influence to create and operate a transit system that attracts new riders and meet the transit mode share target of 15% by 2038. (Note: BC Transit increased the original target of 12% to 15%)</p>
<p><b>Get the Most of Our Roads and Trails</b></p>	<p>Existing regional transportation infrastructure is optimized and enhanced by new technology where appropriate.</p>	<p>Authority and/or influence to take action needed to improve the existing road and trails network, including implementation of technology</p>
<p><b>Influence Travel Behaviour</b></p>	<p>Regional programs and initiatives provide residents and visitors with the tools, confidence and knowledge to use all modes.</p>	<p>Authority and/or influence over tools and programs to shift travel behaviours towards sustainable modes of travel</p>

## Appendix F: Transportation Service Establishment Timeline

This table summarizes milestones, outcomes and gaps associated with Capital Regional District (CRD) attempts to increase its role in regional transportation. The key gap is insufficient local government support due to concerns about loss of control over transportation decisions and local cost impacts.

Timeline	Milestone	Outcome / Gap
2011	<b>Transit Governance:</b> CRD Board requests that it replace Victoria Transit Commission as the regional authority for transit.	<b>Gap:</b> Insufficient municipal support at municipal councils.
2013 - 2014	<p><b>Regional Transportation Plan (RTP):</b> CRD Board approves the RTP. RTP contains input from all municipalities, BC Transit and the Province.</p> <p><b>Transportation Service Feasibility Study:</b> CRD Board receives a recommendation to implement the RTP using a three-step approach to transportation service and governance.</p>	<p><b>Outcome:</b> Policy direction for a regional multi-modal transportation network and ambitious mode share targets.</p> <p><b>Outcome:</b> Proposed three-step service and governance approach</p> <ol style="list-style-type: none"> <li>1) Consolidate existing CRD transportation functions in a new service.</li> <li>2) New CRD authorities to borrow, invest and run programs.</li> <li>3) Bring transit under the established transportation service.</li> </ol>
2015 – 2016	<p><b>Draft Transportation Service Establishment Bylaw:</b> CRD Board considers a series of draft bylaws based on the feasibility study and in consideration of funding needs.</p> <ul style="list-style-type: none"> <li>• <b>Proposed services:</b> new authority to fund and partner on infrastructure projects and grant applications, transportation programming in support of demand management and enhanced support to Electoral Areas; transit was dropped from the first draft bylaw.</li> <li>• <b>Proposed funding policy:</b> tie requisition increases to expansion of functions and identify triggers for increased requisitions; up to \$10M was initially contemplated.</li> </ul>	<p><b>Gap:</b> Insufficient local government support at municipal councils because of concerns related requisition impacts, CRD governance and loss of local control over community priorities.</p> <p><b>Outcome:</b> After considering several revised versions of the bylaw, the bylaw is held in abeyance until release of the Province’s Capital Integrated Services and Governance Initiative report.</p>
2017	<p><b>Capital Integrated Services and Governance Initiative Report:</b> Province releases long-awaited report on regional service delivery.</p> <p><b>Update Transportation Service Establishment Bylaw:</b> CRD Board considers updates to the draft transportation bylaw, based on municipal input.</p> <ul style="list-style-type: none"> <li>• <b>Proposed services (re-scope):</b> Allow for up to a \$1.5M increase to existing service requisitions for regional trails and transportation planning, triggered through the annual service planning process and approved by the Board.</li> </ul>	<p><b>Outcome:</b> No concrete transportation recommendations. Suggestion that funding could incentivize prioritization of regionally significant projects.</p> <p><b>Outcome:</b> The proposed requisition amount would not be sufficient to fund infrastructure, leaving that function to the province and local governments.</p>
2018	<b>Transportation Service Not Supported:</b> CRD Board directs staff to stop working on service as there was no pathway to successful bylaw adoption.	<p><b>Gap 1:</b> Insufficient local government support at municipal councils.</p> <p><b>Gap 2:</b> Premier advises the region needs a shared vision for its transportation goals and places responsibility on CRD to articulate how a service would achieve this end.</p>
2018 - Present	<b>Project Collaboration:</b> CRD staff provide technical expertise and data to project working groups led by jurisdictional partners around the region under existing service authorities.	<b>Outcome:</b> New transportation working group to advance RTP goals and CRD priorities, focusing on infrastructure projects and policy.



Making a difference...together

## REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**    **CAO Quarterly Progress Report No. 1, 2023**

### **ISSUE SUMMARY**

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Corporate Climate Action Initiatives, Capital and Operating Variances, and Human Resources and Corporate Safety up to March 31, 2023.

### **BACKGROUND**

In February 2023, the Board approved the *CRD Board Strategic Priorities 2023-2026* (the “*Board Priorities*”) that identifies five strategic priorities with 17 initiatives to be advanced over the four-year term. The Board Priorities Dashboard tracks progress on the Board and Corporate strategic priorities and will be presented quarterly to the Board. Core service priorities are prepared and reviewed annually in departmental Service Plans in alignment with Board and Corporate Priorities, with corresponding KPIs and other service information that is approved by the Board. The CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) Financial Plans are reviewed and approved annually, and staff have developed a quarterly variance report to highlight differences between budget and actual expenditures on capital projects over \$500,000. An update on non-confidential human resources matters, including labour relations and workforce trends is also included in this report. This report will be the first report on the Board Priorities identified for 2023 – 2026 and for this Board.

### **DISCUSSION**

#### **Corporate Activities and Initiatives**

Appendix A highlights corporate activities and initiatives in the last quarter and a number of photographs have been included to present announcements and events that occurred in this quarter.

On February 2 Gary Holman, Salt Spring Island Electoral Area Director joined Aman Singh, Parliamentary Secretary for Environment for the Ministry of Environment and Climate Change Strategy announcement of the future site of the Salt Spring Island compost facility. People on Salt Spring Island will soon benefit from on-island compost production, moving them closer to meeting their climate-action objectives. The Province's CleanBC Organic Infrastructure and Collection Program is providing almost \$170,000 to create a composting facility that will process organic materials generated by the island's food businesses (grocers, restaurants, etc.), health-care institutions, schools and the Salt Spring Abattoir. The new project is made possible by a partnership between the CRD, Salt Spring Island Farmland Trust Society (Farmland Trust), Salt Spring Abattoir Society, and Salt Spring Island Community Services Society. The partners will provide land for the composting operation and will oversee operation of the facility. The system will produce Class A compost for use in agriculture, increasing food production and benefiting the entire community. The new facility will be located at the Burgoyne Valley Community Farm, owned by the Farmland Trust, which strives to preserve, promote and revitalize local agriculture.

On February 10, the Board toured the McLoughlin Point Wastewater Treatment Plant that was built as part of the Core Area Wastewater Treatment Project. The Directors were provided a safety orientation and then toured around the plant to see first-hand the primary, secondary, and tertiary treatment infrastructure as well as the odour control system. The Directors also learned more about the various technologies used in the treatment processes as well as how wastewater flows are

conveyed to the plant from the participating municipalities. The next Board tour is scheduled for April 21 to see the completed housing project at 1909 Prosser Road.

On February 10, Zac de Vries, CRHC Chair joined Minister Fleming, MLA Victoria-Swan Lake to announce the opening of 52 new homes in Saanich with support services 24 hours a day, seven days a week thanks to a partnership between the province, through BC Housing, the federal government, and the CRD. Our Place Society will operate the site at 2933, 2941 and 2949 Albina St. providing services that include: security, life-skills training, employment assistance and counselling, physical and mental-health resources, meals, and referrals to addiction treatment and recovery services. The development is funded with \$11.5 million through the Province's Building BC: Supportive Housing Fund and \$6.9 million from the federal Rapid Housing Initiative. The province is also providing approximately \$1.26 million in annual operating funding.

On February 15 the CRD Arts Commission awarded annual operating grants to 22 arts organizations in the region. Grant recipients will receive \$589,850 this year. When combined with multi-year grants, operating grant funding will total \$2,306,270 benefiting 32 organizations for 2023. Project grant funding through Equity Grants, IDEA Grants, Incubator Grants and Project Grants will be distributed through the spring. Operating Grants enable long-term planning by arts organizations through stable funding and can be used for programming and administrative expenses. In 2022, these grants accounted for approximately 8% of revenues for recipients. Victoria BC Ska and Reggae Society will join the program this year as a new operating grant recipient after presenting music programming in the region for over 22 years.

On February 17, an announcement was made advising that seniors, individuals and families, including people living with disabilities, have a place they can call home now that 130 new affordable rental and supportive homes are open in Langford and Victoria. Fifty-eight rental units are open at 2782 Spencer Rd., in partnership with the Capital Region Housing Corporation (CRHC) and helping address a critical lack of affordable rental spaces in Langford. In Victoria, 72 new units – 51 of affordable housing and 21 supportive units – are open at 210 Gorge Rd. in partnership with Cool Aid Society. This mixed-income approach will create an integrated community of working singles, couples with low incomes, seniors, adults and families needing affordable rentals or supportive housing.

On February 22, many CRD staff came together to recognize Pink Shirt Day and show their continued commitment to treating each other with dignity and respect and to support anti-bullying initiatives. The Pink Shirt Day theme this year was Kindness Starts Here.

On February 24, the CRD honoured employees with 20, 25 and 30 years of service at our annual Career Service Recognition event. This year eight employees were recognized and on behalf of the CRD, we congratulate and thank all those employees that have reached this important milestone, and for their continued dedication and the valuable work that they provide.

A CRD Employee Experience Survey was conducted between March 1 – 15 this year and provided an opportunity for all CRD employees to provide their feedback about their work and workplace. The purpose of the survey is to get a better understanding of employee experience, organizational climate and engagement levels in the organization. The results of the survey will be shared with staff in May with an action planning workshop to follow later in the spring for managers.

On March 16 Kevin Murdoch, CRHD Chair joined Doug Kobayashi, Colwood Mayor, Adrian Dix, Minister of Health and Mitzi Dean, MLA for Esquimalt-Metchosin to announce that more long-term care beds are coming for people living throughout the Greater Victoria area as Island Health prepares to build a new care home in the Westshore. The three-story facility has entered the procurement phase and will be located near the corner of Metchosin Road and Latoria Boulevard

in the Royal Bay area of Colwood. It will bring 306 new care home beds to the region, with construction expected to begin in 2025 and complete in 2027. The care home will include a hospice unit and a specialized unit for younger adults who require long-term care. An adult day program will allow people to live independently in the community while receiving services to support their well-being and health. The facility will be on a two-hectare (five acres) parcel of land, recently acquired by the CRHD. Island Health will lease the land and build, own and operate the new facility. The capital cost of the project is \$224 million, with the CRHD contributing approximately \$67 million and the province investing \$157 million.

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

Significant progress has been made towards implementing Alternative Work Options (AWO) such as regularized hybrid work from home, a modified work week (10 hrs/day x 4 days/week) and earned time off at the CRD. The AWO Project Advisory Group (PAG) was formed in January and meets regularly to develop and implement the business processes and documentation required to support this initiative. CUPE employee representatives participate on the PAG in collaboration with the employer. Preliminary conversations between managers and their staff to discuss the various options and determine what might be possible based on operational and service delivery requirements have taken place and a review of those assessments will be completed by human resources over the month of April. The target date for implementation of this initiative is June 1, 2023.

On March 31, Mitzi Dean, MLA Esquimalt-Metchosin, Zac de Vries, CRHC Chair, Fran Hunt-Jinnouchi, Executive Director, Aboriginal Coalition to End Homelessness Society (ACEHS) and Wade Hunt, Director of Housing, ACEHS attended the opening of House of Courage, which is located at 865 Catherine St. House of Courage will provide 45 homes for Indigenous Peoples experiencing or at risk of homelessness. The four-storey, purpose-built modular supportive housing building will be operated by the ACEHS. Residents will benefit from around-the-clock on-site staff support, including daily meal services, employment and life-skills programming, health and wellness services, and culturally appropriate supports. The province, through BC Housing, provided \$5.7 million to the House of Courage project through the Building BC: Supportive Housing Fund. The CRD provided \$11.3 million through the federal Rapid Housing Initiative (RHI).

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

Progress on the Board Priorities and Corporate Plan initiatives from January 2023 to date is reflected in Progress Report Q1, 2023, 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**

As annual reporting is provided regarding the climate change initiatives through the Environmental Services Committee, then up to the CRD Board as well as updated within the Board Priorities Dashboard, a separate appendix will no longer be prepared.

### **Board Advocacy**

On July 3, 2019, staff brought forward a report to the CRD Board with the CRD Advocacy Strategy, which was approved, attached as Appendix D, to form the basis for individual advocacy initiatives. Based on the new Board Strategic Priorities for 2023 – 2026, the Advocacy Strategy will be updated and brought to the May Board meeting for adoption. An Advocacy Dashboard based on the new Strategic Priorities 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 Q1, 2023 as Appendix E. Please note that several items have been removed from the previous Board's term as they are concluded and, in many cases, successfully. Other items have been removed where the CRD received a clear indication that the senior order of government is not willing to advance the Board's position or request that had been made. Several advocacy initiatives that are considered on-going or aligned with the new Board Priorities have been brought forward in the updated Dashboard. A copy of the complete [2022 Advocacy Dashboard](#) which outlines all the advocacy done during the previous Board's term can be found on the external website. New [advocacy letters](#) are updated on the website as they are prepared and can be found on the external website.

The Advocacy Dashboard is updated monthly as a draft with formal corporate reporting taking place as part of this CAO Quarterly Report.

### **Operating Variance Financial Report – Q4, 2022**

The Operating Variance Financial Report outlines variances through Q4. As a reminder, the Financial Variance reports lag by one quarter to allow time for financial reconciliation prior to reporting. As we now have a full year of actuals, the report compares results against the annual budget for services with expenditures greater than \$1.5 million. These services account for nearly 90% of the consolidated CRD, CRHD, and CRHC financial plans.

The amount of budget expended through the 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 utility and distribution services receive sales revenue throughout the year subject to seasonality.

The quarterly Operating Variance Financial Report, attached as Appendix F, highlights both expense and revenue, and outlines treatment of surplus or deficits at year end.

Overall, revenue and expenses throughout 2022 as a percentage of planned budget is largely in line with the same period and seasonality as 2021.

### **Capital Regional District**

In summary, the financial variance report highlights 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.

Higher than budgeted revenue contributed to favourable variances for a select number of services. Environmental Resource Management experienced higher solid waste revenue due to increased refuse, controlled waste and recycling volumes in 2022. Higher permit fee revenue for Building Inspection occurred due to increased construction values and quantity of permit applications in various jurisdictions but especially on the Southern Gulf Islands. Favourable variances for water utility services occurred due to higher than forecasted consumption during the year.

Other drivers for variances include timing of grant funding requests for the Regional Housing Trust Fund, and for Core Area Wastewater Operations due to savings on utilities, chemicals, and repairs & maintenance. Favourable variances for Legislative and General Services were related to staff vacancies, as well as partial deferrals of the Human Resources Information System (HRIS) and Electronic Document Record Management System (EDRMS) initiatives to 2023. The driver for variance in the Climate Action & Adaptation service was due to delays in the rollout of the Regional Building Energy & Retrofit and Electric Vehicle (EV) programs to accommodate further program development and leverage forthcoming grant opportunities related to EV infrastructure. Favourable variances among the remaining services are largely related to staff vacancies, most notably in Regional Parks, Building Inspection and Environmental Protection & Water Quality.

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

The report highlights minor savings due to lower property management and feasibility study costs but otherwise the CRHD operations continued as planned.

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

The forecast for CRHC is presented by portfolio and reflect the estimated cost savings and revenue variances for the 2022 year.

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

### **Capital Variance Financial Report – Q4, 2022**

The Capital Variance Financial Report, attached as Appendix G, highlights variances on actual expenditures from the quarterly and annual capital budgets for all entities (CRD, CRHD, and CRHC). The report covers all capital projects with a budget greater than \$500,000.

The Capital Plan is budgeted quarterly based on scope and schedule of initiatives. In addition, forecasts are updated quarterly to provide periodic revisions and updates on the projects. As quarters progress through the year and tenders complete, the expectation is that activities and accuracy will increase.

### **Capital Regional District**

Capital expenditures on projects greater than \$0.5 million totaled \$14.6 million in the fourth quarter, 35% below forecasted costs of \$22.7 million. Of the \$8.1 million variance, \$2.1 million is related to timing of aggregate production at Hartland, \$1.5 million related to timing of the design for the Landfill Gas Utilization project, \$0.7 million linked to slower than expected construction on the McCallum Pump Water Station and Water Tank 4 project, and \$0.5 million due to delays of materials and construction for the Rocky Point Water Upgrade project. Other notable projects include construction delays for the replacement Gatehouse at the Goldstream Entrance of the watershed and accelerated costs on phase 3 & 4 of the E&N Trail.

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

There were no expenditures in hospital district projects greater than \$0.5 million in the fourth quarter. The Oak Bay Lodge demolition was completed in the third quarter in line with the amended plan. The capital contribution to the Regional Housing First Program was deferred to 2023, in line with forecast.

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

Capital expenditures on projects greater than \$0.5 million totaled \$11.8 million in the fourth quarter, 24% higher than the forecast of \$9.6 million. Variances within the portfolio are mainly due to timing delays on construction for the Michigan housing redevelopment, and timing of construction draws for the Caledonia redevelopment being sooner than forecast but still within the approved project budget. Both projects are forecasted for completion in 2023 and 2024 respectively.

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

Appendix H provides an analysis of current and emerging trends in workforce composition, turnover, promotions, absenteeism and occupational health and safety. The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising.

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 including work to modernize the work environment. These activities, such as the implementation of hybrid work from home and flexible work schedules, will ensure we not only remain competitive but are considered as employers of choice. These impactful strategies are aimed: to support the retention of our employees and strive to be a competitive employer who takes into consideration employee circumstances including diversity, equity and inclusion, employee engagement, satisfaction, health and wellness; to ensure organizational and business needs are being met and are effective; and to contribute to the CRD's climate action goals regarding sustainability and CO2 reduction.

In addition to achieving a collective agreement with our CUPE Local in late 2022, the CRD and its USW and CUPE unions have concluded labour negotiations to merge its USW membership into CUPE effective March 1, 2023. We are pleased to have reached this three-party agreement, which creates stability for our workforce and the services we deliver.

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 33% better-than-industry-average Employer Rating Assessment and an equally reflected reduction in premiums. With the CRD receiving CoR Certification, premiums are further reduced another 10% for a total 43% reduction.

### **CONCLUSION**

The CAO Quarterly Progress Report No. 1 - 2023 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 Q1, 2023
- Appendix C: Board Priorities Dashboard – Summary of Completed Actions
- Appendix D: Staff Report: Capital Regional District Advocacy Strategy
- Appendix E: Advocacy Dashboard Progress Q1, 2023
- Appendix F: Operating Variance Financial Report Q4, 2022
- Appendix G: Capital Variance Financial Report Q4, 2022
- Appendix H: Human Resources Trends and Corporate Safety

# Future Site of SSI Compost Facility

CRD



# Board Tour – McLoughlin Wastewater Treatment Plant – Core Area

CRD



# Supportive Housing Partnership - 2949 Albina Street (52 Homes)

CRD



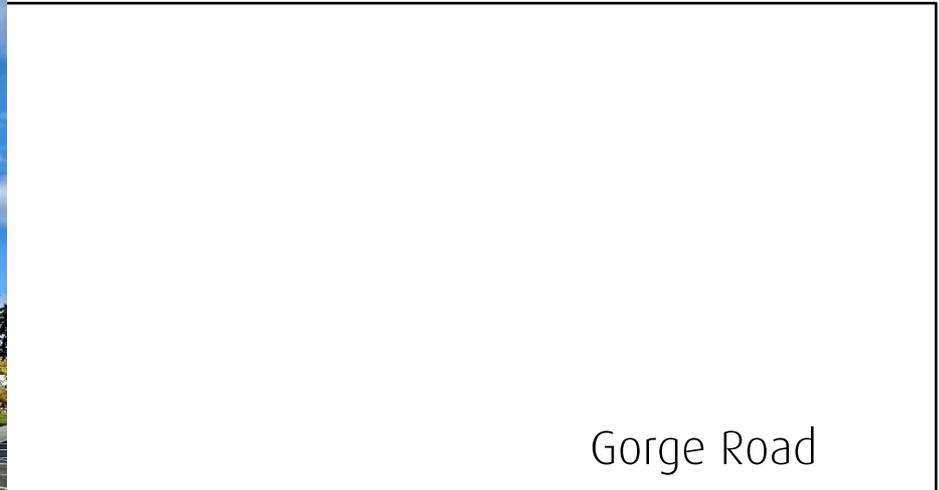


# Affordable Housing Partnership - Spencer Road & Gorge Road (130 Homes)

CRD



Spencer Road



Gorge Road



# Pink Shirt Day

CRD



# 2023 Career Service Recognition

CRD





## CRD EMPLOYEE EXPERIENCE SURVEY

We want to hear from you!

### SURVEY DETAILS

- Runs March 1 - 15
- The purpose of the survey is to get a better understanding of the employee experience, organizational climate and engagement levels in our organization
- The survey will remain strictly confidential and NO individual responses will be shared

### HELP US SHAPE THE FUTURE OF OUR ORGANIZATION!

.....

Survey proudly conducted by



Survey link will be sent  
to your CRD email account.

If you don't have a CRD email  
account your supervisor will provide  
you with details on how you can  
participate.

# Colwood/Westshore - new long-term care facility

CRD





Government Finance Officers Association



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

# Alternative Work Options

CRD



# Supportive Indigenous Housing Partnership - House of Courage Catherine Street (45 Homes)

CRD



# Board Priorities Dashboard



## Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>1a</b> Improve regional connectivity and safety across transportation modes				<ul style="list-style-type: none"> <li>Board, Feb. 8, 2023</li> </ul>	<p>CRD Board received a progress report on the regional transportation priorities on February 8, 2023. The Transportation Working Group met on February 13, 2023.</p> <p>Regional Trail construction is now underway on Mayne Island.</p> <p>Engineering contractor retained to prepare design proposal for proposed trail on Pender Island from Magic Lake Fire Hall to the island's school.</p>	<ul style="list-style-type: none"> <li>Traffic Safety Commission strategic priorities</li> <li>Release of the Origin Destination Household Travel Survey results</li> <li>Support advocacy requests for investments in multi-modal infrastructure and services</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> <li>Q4 2023</li> <li>Ongoing</li> </ul>
<b>1b</b> Support investments, expansion and equitable access to active and low carbon transportation				<ul style="list-style-type: none"> <li>Transportation Committee, March 15, 2023</li> </ul>	<p>Regional All Ages and Abilities cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network was received by the Transportation Committee on March 15, 2023.</p> <p>The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved \$500,000 for the Mayne Island Regional Trail Phase 1 Development Project.</p> <p>Increasing Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023</p>	<ul style="list-style-type: none"> <li>CRD Regional Trails Closure Policy to be considered by Transportation Committee and CRD Board</li> <li>Mayne Island Regional Trail Phase 1 Development Project construction completed</li> <li>Kimta E&amp;N Connector construction completed</li> <li>Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening &amp; Lighting Project design and construction</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> <li>Q3 2023</li> <li>Q2 2023</li> <li>Q4 2023</li> </ul>
<b>1c</b> Present options for changes in governance for transportation in the region, including the Electoral Areas				<ul style="list-style-type: none"> <li>Transportation Committee, March 15, 2023</li> </ul>	<p>Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.</p>	<ul style="list-style-type: none"> <li>Progress analysis &amp; impacts evaluation on regional transportation governance needs</li> <li>Scope transportation governance options</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2023</li> <li>Q4 2023</li> </ul>

# Board Priorities Dashboard



## Housing

Residents have access to affordable housing that enhances livability.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p><b>2a</b> Increase supply of affordable, inclusive and adequate housing in the region</p>					<p>Opened 58 units of affordable rental housing at 2782 Spencer Road in Langford in November 2022 , in partnership with the Capital Region Housing District (CRHC) though the Community Housing Fund.</p> <p>Opened 72 units of affordable rental housing at 210 Gorge Road in Victoria in February 2023, in partnership with the Cool Aid Society though the Regional Housing First Program (RHFP).</p> <p><b>Media Release:</b> More than 130 affordable rental homes open in Langford (Feb 17, 2023)</p> <p>Opened 52 units of supportive housing at 2933 and 2949 Albina Street in Saanich in February 2023, in partnership with BC Housing and Our Place Society though Rapid Housing Initiative (RHI) Round 1.</p> <p><b>Media Release:</b> Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023)</p> <p>Opened 75 units of affordable rental housing at 2170 Charters Rd. in Sooke in partnership with the M’akola Housing Society though the RHFP. Project completed December 2022. Tenant move-ins began February 2023.</p> <p>Work ongoing to implement the Rural Housing Strategy.</p>	<ul style="list-style-type: none"> <li>• Open 51 units of affordable housing at Prosser Place (7612 East Saanich Road) in Central Saanich, in partnership with the CRHC though the RHFP</li> <li>• District of Saanich’s Advisory Design Panel review of Campus View redevelopment proposal in partnership with the CRHC though the RHFP</li> <li>• Drilling for water at 161 Drake Road on Salt Spring Island</li> <li>• Open 39 units of supportive housing at 1909 Prosser Road in Central Saanich, in partnership with BC Housing and Pacifica Housing though the RHI Round 2</li> <li>• Development Permit Application to the City of Victoria through Rapid Deployment of Affordable Housing process for Village on the Green redevelopment, in partnership with the CRHC though the RHFP</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2023</li> <li>• Q2 2023</li> <li>• Q2 2023</li> <li>• Q3 2023</li> <li>• Q3 2023</li> </ul>

# Board Priorities Dashboard



## Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>3a</b> Maximize solid waste diversion and resource recovery from waste materials				<ul style="list-style-type: none"> <li>Environmental Services Committee, Feb. 15, 2023</li> <li>Board, Mar. 15, 2023</li> </ul>	<p>The CRD Board approved the new Solid Waste Management Plan to reduce how much material is sent to Hartland Landfill and guide how the region’s solid waste is managed in a safe, secure and sustainable way now and in the future.</p> <p>The final plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond.</p> <p><b>Media Release:</b> CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023)</p>	<ul style="list-style-type: none"> <li>Present proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> </ul>
<b>3b</b> Explore options for a regional approach to biodiversity and the protection of ecological assets					CRD Staff have initiated internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets.		
<b>3c</b> Increase resilience, community and adaptation planning to address climate related risks and disasters					<p>Launched capital region heat vulnerability mapping project with inter-municipal partners.</p> <p>Received Pacific Institute for Climate Solutions grant to hire a summer intern to support climate adaptation research.</p> <p>Completed Electoral Area Community Wildfire Resiliency Plans.</p> <p>Adopted new open burning bylaw to prevent human caused wildfire.</p>	<ul style="list-style-type: none"> <li>Develop new climate projections for capital region and undertake capacity building activities</li> <li>Complete capital region heat vulnerability mapping project</li> <li>Hold Community Wildfire Resiliency webinar series for Electoral Areas</li> <li>Complete Community Evacuation Guides</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2023</li> <li>Q4 2023</li> <li>Q2 2023</li> <li>Q2 2023</li> </ul>

# Board Priorities Dashboard



## Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p><b>3d</b> Support energy efficient and low carbon buildings across the region</p>					<p>Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023.</p> <p>Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes.</p> <p>Participated in Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group.</p> <p>Salt Spring Island’s rainwater harvesting rebate program was renewed for one year.</p> <p>Implementing and expanding existing rain barrel program for the Southern Gulf Islands.</p>	<ul style="list-style-type: none"> <li>• Adopt and Implement corporate Green Building Policy and Carbon Price Policy</li> <li>• Develop and launch Neighbourhood Navigator pilot</li> <li>• Expand Home Energy Navigator program reach and participation</li> <li>• Promote Building BenchmarkBC participation amongst Part 3 buildings owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2023</li> <li>• Q3 2023</li> <li>• Ongoing</li> <li>• Q4 2023</li> </ul>

# Board Priorities Dashboard



## First Nations

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



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>4a</b> Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation					<p>The upcoming Forum of All Councils is an opportunity for First Nations to share perspectives with Board Directors.</p> <p>The upcoming Government-to-Government Relationship Building Initiative will, amongst other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and will provide an opportunity for Board Directors to hear directly from local Nations.</p>	<ul style="list-style-type: none"> <li>Host a Forum of All Councils</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> </ul>
<b>4b</b> Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decisionmaking and service delivery that uplift Indigenous self-determination					<p>The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and the operational levels.</p>	<ul style="list-style-type: none"> <li>Invite government-to-government meetings between First Nations and Board Directors</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> </ul>
<b>4c</b> Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan					<p>Regional Parks engagement with First Nations for input into the Regional Parks Strategic Plan and the Regional Parks Land Acquisition Strategy, as well as ongoing collaboration on management plans.</p> <p>Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery.</p> <p>Developed and shared with staff a Working with Indigenous Elders guidance document, to support respectful relationships where elders are interested to share their knowledge to inform CRD initiatives.</p>	<ul style="list-style-type: none"> <li>Incorporate Indigenous input into the Regional Parks Strategic Plan</li> <li>Outreach to First Nations regarding updating the Regional Parks Land Acquisition Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> <li>Q2 2023</li> </ul>
<b>4d</b> Support shared prosperity by enhancing economic opportunities, in partnership with First Nations					<p>Partnering with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island, to support enhanced procurement from Indigenous businesses.</p>	<ul style="list-style-type: none"> <li>Launch the South Island Indigenous Business Directory</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> </ul>

# Board Priorities Dashboard



## Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>5a</b> Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities					Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available at <a href="#">Board Advocacy</a>	<ul style="list-style-type: none"> <li>Refresh Advocacy Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> </ul>
<b>5b</b> Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses					The 2023-2026 CRD Corporate Plan has been developed in alignment with this priority. Additional information has been included in the plan to support the Board’s understanding of how the three lenses impact future initiatives and activities.	<ul style="list-style-type: none"> <li>Update format of transmittal reports</li> <li>Integrate lenses in service planning process and present for Board consideration in fall</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> <li>Q4 2023</li> </ul>
<b>5c</b> Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies					The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023.	<ul style="list-style-type: none"> <li>Offer EDI training seminar for CRD Board members and other decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2023</li> </ul>
<b>5d</b> Foster greater civic participation among diverse community members					The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform <a href="#">Get Involved</a> hosts initiatives and campaigns that have public participation components.	<ul style="list-style-type: none"> <li>Finalize project charter for website redesign</li> <li>Advance the Communications Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023</li> <li>Q4 2023</li> </ul>
<b>5e</b> Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation					Hosted the Development and Planning Advisory Committee on January 16 and March 13, 2023.  Initiated research and analysis to support CRD Regional Housing and local governments to take action on housing and development challenges.	<ul style="list-style-type: none"> <li>Policy white paper on proposed actions to tackle housing and development challenges</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2023</li> </ul>

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

**Community Wellbeing**  
Transportation & Housing



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>1a</b> Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.</p>	<ul style="list-style-type: none"> <li>▶ <b>TC Feb. 27, 2019</b></li> <li>▶ <b>Board Mar. 13, 2019</b></li> <li>▶ <b>EAC June 12, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>TC July 24, 2019</b></li> <li>▶ <b>COW Jan. 29, 2020</b></li> <li>▶ <b>PTPSC Oct. 21, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></li> <li>▶ <b>PTPSC Dec. 9, 2020</b></li> <li>▶ <b>Board Dec. 9, 2020</b></li> <li>▶ <b>Board Jan. 13, 2021</b></li> <li>▶ <b>TC Apr. 21, 2021</b></li> <li>▶ <b>Board May 12, 2021</b></li> <li>▶ <b>Board July 14, 2021</b></li> <li>▶ <b>TC Oct. 20, 2021</b></li> <li>▶ <b>Board Nov. 10, 2021</b></li> <li>▶ <b>Board Dec. 8, 2021</b></li> </ul>	<p><b>Operationalized. Advocacy:</b> Letter sent by the Board Chair to the Minister of Transportation requesting participation in the South Island Transportation Planning study. Letter sent advocating for a scope change to include a governance model and also the Electoral Areas under the South Island Transportation Strategy Plan. Requested and received presentation from BC Transit to Committee to input on Transit Planning. EAC advanced SGI transportation feasibility planning. Staff directed to include the establishment of an SGI transportation service in service and budget planning for 2020. Met with Ministry staff July 2019 on South Vancouver Island Multi-Modal Transportation Plan. Transportation Committee Chair provided updates on transportation issues after meeting with Minister of Transportation and a presentation was delivered at the July 2019 Transportation Committee. A follow-up meeting was held in November 2019. MOTI presented the draft Southern Vancouver Island Transportation Plan to the January 2020 Committee of the Whole. Release of the final Southern Vancouver Island Multi-Modal Transportation Plan in summer 2020. Change of direction related to Southern Gulf Islands transportation service and budget planning. MOTI's South Island Transportation Strategy was published on September 18, 2020. Staff brought a report on gaps in regional transportation functions and options to address them to COW. Board directed staff to work with partners to prepare a list of transportation priorities for Board prioritization and begin process to consider governance options. Staff continue to provide technical support to a number of working and steering groups, including for the Uptown Exchange, Highway 17 improvements, Westshore Transit Plan, Island Highway Transit Priority, Victoria Regional Transit System 5-10 Year Plan and Inter-Municipal Business License for Ride-Hailing Discussion Group. <b>Media Release:</b> CRD Board moves forward with regional transportation priorities (Dec. 10, 2020). Progress report on Ready Step Roll active school program was presented to PTPSC to mark the fifth year of the program. The goal of the initiative is to improve commutes for students and families by providing actionable solutions for partners that can be integrated into local plans.</p> <p>The CRD Board approved the terms of reference establishing a Transportation Committee on January 12, 2021. Since then, staff have been working with municipal, electoral area and agency partners on identifying priority transportation initiatives to inform advocacy with the province and prioritize resources. The Transportation Committee endorsed a recommendation on June 21, 2021 for the CRD to take on a mandate to fill identified transportation priority gaps and to implement advocacy strategies to advance partner led priorities. <b>Media Release:</b> CRD Board confirms Transportation Priorities (May 14, 2021).</p> <p>The CRD Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill identified transportation priority gaps and advance regional transportation priorities. Staff provided letters of support for five of the seven projects that received BC Active Transportation Infrastructure Grants, representing \$2.03M of grant funding received in the region. An application has been submitted through the federal Active Transportation Fund.</p> <p>The CRD Board approved the transportation working group Terms of Reference on October 20, 2021 and the first transportation working group meeting was held on December 13, 2021. Starting in 2022, the mandate for Regional Trails was added to the defined purpose of the Transportation Committee and removed from the Regional Parks Committee Terms of Reference. The Board Chair and Vice Chair met with the Minister of Transportation and Infrastructure on October 4, 2021 and March 31 2022 to discuss regional transportation priorities. The Board Chair sent a briefing note to the Minister requesting improved funding streams for regional active transportation infrastructure. <b>Media Release:</b> CRD Traffic Safety Commission Awards Fifth Annual Cst. Sarah Beckett Memorial Scholarship (Oct. 21 2021). <b>Media Release:</b> CRD Launches Public Engagement on Transportation in Southern Gulf Islands (Oct. 13 2021).</p>
<p><b>1b</b> Protect the E&amp;N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&amp;N corridor.</p>	<ul style="list-style-type: none"> <li>▶ <b>GFC July 3, 2019</b></li> <li>▶ <b>Board May 11, 2022</b></li> <li>▶ <b>TC June 15, 2022</b></li> <li>▶ <b>Board July 13, 2022</b></li> </ul>	<p><b>Operationalized.</b> Active Board member as Island Corridor Foundation representative. E&amp;N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan. <b>Bike BC 1M grant</b> awarded May 2019 for phase 3 of the E&amp;N rail trail. <b>Media Release:</b> CRD Recognizes Funders and Partners of E&amp;N Rail Trail to acknowledge over \$20 million in grants towards development. The province released the Island Rail Corridor Condition Assessment Report in April 2020. It provided estimated cost and potential phasing scenarios to reinstate rail along the island corridors, including the E&amp;N corridor.</p> <p>The Province's South Island Transportation Strategy considered the E&amp;N corridor in its findings and will continue to protect it as a transportation corridor. The Board approved an advocacy motion on May 12, 2021 to plan for the long term need by maintaining and upgrading the E&amp;N right of way for future use as a transportation corridor. Reviewing implications of the recent BC Supreme Court decision related to the ongoing use of the E&amp;N corridor on the Board priority. 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 &amp; Infrastructure, exploring the potential for partnerships with the four other regional district boards along the E&amp;N corridor and targeting engagement with relevant federal ministries at both the political and senior staff level through letters and meetings.</p> <p>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. <b>Media Release:</b> CRD calls for collaboration on Island Rail Corridor (July 14, 2022).</p>

See the [advocacy dashboard](#) for a comprehensive list of letters sent and received during the 2018-2022 term.

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

**Community Wellbeing**  
Transportation & Housing



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>1c</b> Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Feb. 13, 2019</b></li> <li>▶ <b>Board Sept. 11, 2019</b></li> <li>▶ <b>Board Jan. 8, 2020</b></li> <li>▶ <b>Board Mar. 11, 2020</b></li> <li>▶ <b>Board June 10, 2020</b></li> <li>▶ <b>HHC Nov. 4, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></li> <li>▶ <b>HHC Dec. 2, 2020</b></li> <li>▶ <b>Board May 12, 2021</b></li> <li>▶ <b>Board Oct. 27, 2021</b></li> <li>▶ <b>Board May 11, 2022</b></li> <li>▶ <b>Board July 13, 2022</b></li> </ul>	<p>In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one located at Spencer Road and the other at Hockley Avenue. Board rise and report on acquisition for Millstream Ridge (Teanor Avenue properties). <b>Media Release:</b> West Park Lane mixed-income housing development project announced with Province. <b>Media Release:</b> Reaching Home Strategy funding from Federal Government secured. <b>Media Release:</b> New affordable homes for seniors coming to Salt Spring Island. Successful consent of electors approval to raise additional funding for Regional Housing First Program. <b>Media Release:</b> CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program. <b>Media Release:</b> CRD Board Approves Bylaw Amendments for the Regional Housing First Program. COVID-19 additional reaching home funding update received by Board in June 2020. Westview officially opened, creating 73 new affordable housing units. Residents began moving into their new homes mid-May 2020. <b>Media Release:</b> CRD Continues to Provide Support for Vulnerable Populations during COVID-19 (April 6, 2020). <b>Media Release:</b> Over 70 New Affordable Homes Opening in Saanich (May 13, 2020). <b>Media Release:</b> Reaching Home Program Continues Focus on Community's Unhoused During COVID-19 Crisis (June 10, 2020). <b>Media Release:</b> Regional Housing First Program Partners Announce Additional Matching Contributions (June 18, 2020). Ministry of Municipal Affairs &amp; Housing and BC Housing <b>announcement</b>, in partnership with CRHC on the Community Housing Fund, securing 58 new units in Langford. Groundwork for SGI Housing Strategy will start in Q4 2020 to pave the way for strategy development in early 2021. Actions from the strategy will be brought forward through service planning next year. <b>Media Release:</b> Housing and Transportation Cost Estimate Study Reveals Impact of Transportation Costs on Household Affordability (July 29, 2020). <b>Media Release:</b> Island Health, Capital Regional Hospital District welcome seniors to The Summit (July 9, 2020). <b>Media Release:</b> 2020 Greater Victoria Point in Time Count Results Announced (July 31, 2020). Plans for a proposed multi-round engagement and consultation on the future of the Oak Bay Lodge property were presented to the Hospitals &amp; Housing Committee. The CRD received \$1.9m Fall 2020, in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness. <b>Media Release:</b> Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020). <b>Media Release:</b> CRD makes land contribution request for Rapid Housing program (November 2, 2020). <b>Media Release:</b> Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020). <b>Advocacy:</b> Letter to support Aboriginal Coalition to End Homelessness Society (Mar. 24, 2021). <b>Media Release:</b> Hockley House opens in Langford with 120 new affordable homes (Mar. 26, 2021). <b>Media Release:</b> More than 190 new supportive homes underway in Victoria (Mar. 24, 2021). <b>Media Release:</b> Government of Canada announces support for Rapid Housing Initiative in Capital Regional District (Mar. 24, 2021). <b>Media Release:</b> New homes coming for people in Sooke (Feb. 17, 2021). <b>Media Release:</b> New Housing Relief Fund and Rent Bank Launched in Greater Victoria to help renter households struggling to maintain their housing (Feb. 16, 2021). Three grants (\$615,000 Regional Housing Trust Fund grant, \$3M Regional Housing First Program grant and \$3.25M BC Housing grant) were approved to support the development of 41 affordable and 10 shelter rate rental housing units at 1909 Prosser Road in Central Saanich.</p> <p>The timeframe for the SGI electoral area housing strategy has been adjusted to allow for more time to undertake components related to strategy and engage consultants. <b>Media Release:</b> Capital Region Housing Corporation Board approves 2020 Annual Report (May 13, 2021). <b>Media Release:</b> New Housing and Neighbourhood Community Centre Proposed for Victoria (Jun. 9, 2021). <b>Media Release:</b> More than 50 new affordable homes coming to Central Saanich (Jun. 9, 2021). <b>Media Release:</b> New homes under construction in Sooke (Jun. 11, 2021).</p> <p>The CRD completed the distribution of \$3.2M through the Reaching Home COVID-19 Emergency Response Program. The CRD issued Requests for Proposals for an additional \$1.8M through the Designated Funding Stream. The CRD allocated \$1.2M through the Indigenous Funding Stream for projects in 2021/2022.</p> <p>Round 2 of the Rapid Housing Initiative committed an additional \$11.3M in funding to help address the needs of vulnerable residents of the Capital Region. <b>Media Release:</b> Canada announces support for rapid housing in CRD (July 31, 2021).</p> <p>CRHC, in partnership with the CRD and Province of British Columbia, began the construction of 58 new units of affordable housing under the Community Housing Fund. Construction is anticipated to be complete in Fall 2022. <b>Media Release:</b> New affordable housing underway in Langford (July 19, 2021).</p> <p>The SGI Electoral Area Housing Strategy continues to advance. A 2022 SGI Housing Market Analysis has been completed and a Housing feasibility analysis is now underway to better understand challenges and identify solutions related to housing affordability.</p> <p>2022 CRHC budget approved, including capital plan to increase housing portfolio to 52 buildings and 2002 units. CRHC's Michigan Square redevelopment, a 97 unit affordable housing project in James Bay, received final project approval. Construction is anticipated to begin in 2022, with completion in 2024. CRHC's Caledonia redevelopment received City of Victoria approval for rezoning, OCP amendment and development permit to permit the construction of 158 new affordable housing units in Fernwood.</p> <p>Secured \$11.3 Million in funding through the Government of Canada's Rapid Housing Initiative to support the creation of 45 new affordable homes for Indigenous Peoples in the region who are experiencing homelessness. Funding provided through the Reaching Home Program for four new subprojects to prevent and respond to homelessness in the region.</p> <p><b>Media Release:</b> Canada announces support for rapid housing in Capital Regional District (Nov. 5, 2021).</p> <p>As of end of Q1 2022, \$72.2M allocated through RHFP. Anticipated full allocation by end of 2022. Policy framework proposing options for future funding priorities and partnerships is in development. The SGI Housing Strategy has been completed and consideration by the Electoral Areas Committee, the Housing and Hospital Committee and CRD Board is taking place in April 2022.</p> <p>The Future Housing Priorities and Partnerships white paper was endorsed by the CRD Board on July 13, 2022. Activities will begin in 2023.</p>

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



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<p><b>2a</b> Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board Feb. 13, 2019</i></li> <li>▶ <i>Board Apr. 10, 2019</i></li> <li>▶ <i>Board Apr. 8, 2020</i></li> <li>▶ <i>Board May 13, 2020</i></li> <li>▶ <i>COW Oct. 28, 2020</i></li> <li>▶ <i>Board Oct. 28, 2020</i></li> <li>▶ <i>Board Nov. 18, 2020</i></li> <li>▶ <i>Board Oct. 13, 2021</i></li> <li>▶ <i>Board Feb. 9 2022</i></li> </ul>	<p><b>Operationalized. Advocacy:</b> On February 25, 2019 the Board Chair wrote letters to the Federal and Provincial Ministers of the Environment to request that the federal government strengthen progressive partnerships and direct funding, and provide additional support to regional and local governments to achieve accelerated federal and local climate action goals related to both mitigation and adaptation. Letter sent advocating the federal government deliver on climate commitments. Letter sent advocating the provincial government deliver on climate commitments. Resolution declaring a climate emergency at February meeting. Received response from Provincial Minister of Environment on March 29, 2019 advising their commitment to constructive collaboration and looking forward to a continued partnership with the CRD. Advocacy strategy completed. Provided supportive funding and Chair Plant participated in the BC Coalition Institute – Planetary Health: Local and Global event held August 8 – 11, 2019 at the University of Victoria. Submitted detailed feedback in response to the Province of BC’s proposed Zero-Emissions Vehicles Act Regulations that will regulate the future sale of zero emission vehicles in the CRD, and BC more broadly. The approach and timeline for the regional neighbourhood pilot program with Transition 2050 partners was being reassessed due to the COVID-19 health emergency. The report on communicating the climate emergency was distributed to local government staff. CRD Residential (Energy) Retrofit Acceleration Strategy was completed with an increase in the number of retrofit rebates offered. The Climate Action program will continue to support promotion of the Provincial rebate program with municipal partners to encourage residents to switch to heat pumps. 2019 Climate Action Annual Report received for information and completed Climate Action Revenue Incentive Program reporting and submitted to the Province June 2020. Completed regional GHG inventory and associated municipal study. Study results shared with municipalities. The Climate Action Program continues to support promotion of the Provincial home heating fuel switching rebate program with municipal partners to encourage residents to switch to heat pumps. Board approved 2021 service plan (community need) related to Climate Action &amp; Adaptation priority at October 28, 2020 meeting.</p> <p><b>Advocacy:</b> Climate Action Revenue Incentive Program (CARIP) (July 21, 2021).</p> <p>Staff presented new CRD Climate Action Strategy to the Board for approval in October 2021. Per Board direction, staff shared approved plan with electoral areas and municipalities and are pursuing approval of Bylaw No. 4468 to amend the annual requisition for the climate action service to fund new initiatives in this plan. Board adopted Bylaw No.4468 to amend the annual requisition of the climate action service to fund new initiatives in the CRD Climate Action Strategy.</p>
<p><b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.</p>	<ul style="list-style-type: none"> <li>▶ <i>PEC May 22, 2019</i></li> <li>▶ <i>Board June 12, 2019</i></li> <li>▶ <i>Board Oct. 13, 2021</i></li> </ul>	<p><b>Operationalized. Advocacy:</b> On February 26, 2019 the CRD Board Chair wrote a letter to each CRD Municipality advising of the CRD Board’s climate emergency declaration and urging member municipalities to place the letter on an upcoming meeting agenda for council’s consideration. Met with Climate Action Program Inter-Municipal Working Group (April 2019) to prioritize new regional initiatives. Presented Corporate and Community Climate Action Annual Reports (June). Meeting schedule increased for the CRD Climate Action Inter-Municipal Task Force. Additional meetings to determine appropriate format, scope interest and ability to support a regional Forum of Community Associations on Climate Change/Climate Emergency event in 2020. Delivered an educational workshop on ‘Communicating Climate Change’ with Climate Change expert. Hosted Climate Action Inter-Municipal Working Group meeting. Forgoing a regional forum of community associations on climate change/climate emergency and instead plan to support a regional pilot program with Transition 2050 partners to enable neighbourhood leaders take climate action at home. Hosted Climate Action Inter-Municipal Working Group meeting to review current projects and discuss priorities and lessons learned related to accessing grants for efficiency programs. Hosted Climate Action Inter-Municipal Working Group quarterly meeting, and inter-municipal meeting to share implementation lessons regarding BC Energy Step Code implementation. Launched neighbourhood Transition 2050 ‘Bring It Home 4 Climate Program (wrapping December 2020) to encourage residential energy retrofits. <b>Media Release:</b> Homeowners Can Access Energy Retrofit Support Through New Climate Program (August 11, 2020). Submitted a FCM Community Efficiency Funding grant application for a regional energy retrofit design study. Hosted 4th annual Walk and Wheel to School week to encourage active travel. Implemented neighbourhood Transition 2050 ‘Bring It Home 4 Climate’ Program to encourage residential energy retrofits.</p> <p>Collaborated with Saanich and Victoria to execute a social media campaign to increase electric vehicle (EV) awareness and uptake across the capital region. Completed first phase of regional residential energy retrofit program business case. Received FCM Community Efficiency Financing program grant to undertake detailed design study.</p> <p>Led a co-application for Natural Resources Canada’s Zero Emission Vehicle Infrastructure Program grant. With City of Victoria and District of Saanich, supported 40 regional Grade 4-6 classrooms in participating in BC Sustainable Energy Association’s Cool It! Program.</p> <p>Both phases of the regional retrofit program business case are complete. Staff led the co-application for the Natural Resources Canada Zero Emission Vehicle Awareness Initiative.</p> <p>Alongside municipal partners, the CRD continues to promote and support provincial home heating fuel rebate programs, including the Bring It Home 4 the Climate Program.</p> <p>Following the Board adoption of the Climate Action Strategy, actions will be rolled out as outlined in the plan.</p>



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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<p><b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.</p>	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 13, 2019</a></li> <li>▶ <a href="#">Board May 8, 2019</a></li> <li>▶ <a href="#">Board June 12, 2019</a></li> <li>▶ <a href="#">PEC Sept. 4, 2019</a></li> <li>▶ <a href="#">Board Sept. 11, 2019</a></li> <li>▶ <a href="#">Board Feb. 12, 2020</a></li> <li>▶ <a href="#">ESC July 15, 2020</a></li> <li>▶ <a href="#">Board Aug. 12, 2020</a></li> <li>▶ <a href="#">Board Sept. 9, 2020</a></li> <li>▶ <a href="#">ESC Sept. 16, 2020</a></li> <li>▶ <a href="#">Board Oct. 14, 2020</a></li> <li>▶ <a href="#">Board Nov. 18, 2020</a></li> <li>▶ <a href="#">ESC Jan. 20, 2021</a></li> <li>▶ <a href="#">Board Feb. 10, 2021</a></li> <li>▶ <a href="#">ESC Feb. 17, 2021</a></li> <li>▶ <a href="#">Board Mar. 10, 2021</a></li> <li>▶ <a href="#">Board July 14, 2021</a></li> <li>▶ <a href="#">ESC July 21, 2021</a></li> <li>▶ <a href="#">Board Oct. 13, 2021</a></li> <li>▶ <a href="#">Board April 13 2022</a></li> <li>▶ <a href="#">Board May 11, 2022</a></li> <li>▶ <a href="#">Board July 13, 2022</a></li> <li>▶ <a href="#">Board Aug. 10, 2022</a></li> </ul>	<p><b>Operationalized.</b> Solid Waste Management Plan proposed strategies and targets approved by Board (Summer 2019). Staff conducted first round of public consultation on the proposed strategies and targets for the new Solid Waste Management Plan (Fall 2019). <b>Media Release:</b> CRD Seeks Input for a New Solid Waste Management Plan (Oct. 18, 2019). Solid Waste Management Plan ‘What We Heard’ report was presented to the Solid Waste Advisory Committee June 2020 and will be sent to Committee and Board in July 2020. Pending Board approval, staff will proceed with community and local government consultation on the draft Solid Waste Management Plan in 2021, including targeted engagement with residents in the areas of Hartland Landfill, Prospect Lake, Willis Point and Highlands. Findings from the Hartland Traffic Study will also be incorporated into future consultation efforts on this draft plan. Staff proceeded with community and local government consultation on the draft Solid Waste Management Plan in November 2020, including targeted engagement with residents in the area of Hartland Landfill. <b>Media Release:</b> CRD seeks feedback on draft Solid Waste Management Plan (Nov. 18, 2020). Staff completed community and local government consultation on the draft Solid Waste Management Plan in February 2021, including targeted engagement with First Nations groups and residents in the area of Hartland Landfill. This input has informed the final draft plan that will be considered by the Board in Q2 2021. <b>Media Release:</b> CRD Board to Consider Final Draft Solid Waste Management Plan in May (Mar. 31, 2021). Staff presented the final Solid Waste Management Plan to the Board for approval in May 2021. The Board endorsed this final draft as well as next steps for implementation, including submitting the plan to the Province in July 2021 and immediately beginning work on priorities for the first three years of the plan. <b>Media Release:</b> CRD Board Approves Solid Waste Management Plan (May 12, 2021). Presented short-term solid waste work plan to the Board for information in October 2021. Began implementation of the short-term work plan according to the priority area timeline.</p> <p>Staff issued a Request for Qualifications seeking submissions for the design and construction of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas. CRD staff and FortisBC have executed a supply contract that will be submitted to the British Columbia Utilities Commission for approval this spring. <b>Media Release:</b> CRD seeks proposals for landfill gas upgrade project (Mar. 22, 2021). On April 30, 2020 the CRD provided the required short-term biosolids contingency plan to the Ministry of Environment &amp; Climate Change Strategy. Announced approval in principle of an agreement where FortisBC will purchase Renewable Natural Gas (RNG) generated from Hartland Landfill for beneficial use in its natural gas distribution system April 2020. <b>Media Release:</b> Renewable Natural Gas Project Proposed for Hartland Landfill (April 22, 2020). Staff submitting CRD Terms of Agreement for Renewable Natural Gas Initiative (RNGI) at Hartland Landfill to Fortis BC October 2020. FortisBC will add their Terms for a coordinated submission to the BC Utilities Commission in 2021. The Ministry has approved the Biosolids contingency plan and the CRD announced it’s MOU with K’ENES Transportation in October 2020. <b>Media Release:</b> CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020).</p> <p>In June 2021, the BC Utilities Commission approved the Terms of Agreement for the Renewable Natural Gas Initiative with FortisBC. After shortlisting industry submissions, staff will initiate an invitational Request for Proposals process for the design, construction and operation of a new facility beginning in 2023. The facility will upgrade the biogas generated at Hartland Landfill to renewable natural gas. Initiated an invitational Request for Proposals process for the design, construction and operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas beginning in 2023.</p> <p><b>Media Release:</b> CRD Celebrates Waste Reduction Week with Giveaway, Public Tours (Oct. 18, 2021).</p> <p>Continued implementation of the short-term solid waste work plan, including creation of a solid waste municipal working group, development of a new waste reduction grant program and ongoing exploration of resource recovery and technology opportunities.</p> <p><b>Media Release:</b> CRD Explores New Policies to Divert Waste from Hartland Landfill (May 12, 2022).</p> <p>Continued the procurement process with invited proponents for the design, construction and operation of a new facility that will upgrade biogas generated at Hartland Landfill to renewable natural gas in 2023.</p> <p>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.</p> <p><b>Media Release: CRD Awards Contract for New Landfill Gas Upgrade Facility (Sept. 7, 2022).</b></p>



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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<p><b>2d</b> Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board Apr. 10, 2019</i></li> <li>▶ <i>PEC Oct. 23, 2019</i></li> <li>▶ <i>COW Oct. 30, 2019</i></li> <li>▶ <i>Board Oct. 30, 2019</i></li> <li>▶ <i>Board Nov. 13, 2019</i></li> <li>▶ <i>Board Mar. 11, 2020</i></li> <li>▶ <i>Board Mar. 18, 2020</i></li> <li>▶ <i>Board Apr 8, 2020</i></li> <li>▶ <i>Board May 13, 2020</i></li> <li>▶ <i>Board June 10, 2020</i></li> <li>▶ <i>Board June 24, 2020</i></li> <li>▶ <i>RPC Sept. 30, 2020</i></li> <li>▶ <i>RPC Jan. 27, 2021</i></li> <li>▶ <i>Board Feb. 10, 2021</i></li> <li>▶ <i>RPC Feb. 24, 2021</i></li> <li>▶ <i>Board Mar. 10, 2021</i></li> <li>▶ <i>Board July 14, 2021</i></li> <li>▶ <i>Board Oct. 27, 2021</i></li> <li>▶ <i>RPC Nov. 24, 2021</i></li> <li>▶ <i>Board Nov. 10, 2021</i></li> <li>▶ <i>Board Dec. 8, 2021</i></li> <li>▶ <i>RPC Jan. 26, 2021</i></li> <li>▶ <i>Board Feb. 9, 2021</i></li> <li>▶ <i>Board Mar. 16, 2022</i></li> </ul>	<p><b>Operationalized. Advocacy:</b> advocating the protection of Sooke Hills Regional Park. <b>Media Release:</b> CRD Board Approves Extension of the Land Acquisition Fund (Nov. 14, 2019). Decision to renew the Land Acquisition Fund for an additional 10 years (2020-2029) at a levy of \$20/household and that land acquisitions be funded with an averaged contribution from community partners at an additional 25% and that an additional \$925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets. Financial Plans approved with several amendments, including a new approach to administering the highly successful Parks Land Acquisition Fund, with an additional \$925,000 each year for capital reserves to fund the refurbishment and replacement of existing assets. <b>Media Release:</b> CRD and CRHD Boards Approve 2020 Financial Plans. <b>Media Release:</b> CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island (Mar. 20, 2020). Regional Parks 2020 to 2021 Land Acquisition Criteria approved. Regional Parks management planning underway for Mount Work, East Sooke and Matheson Lake/Roche Cove Regional Parks. Staff directed to report back on options to improve capacity of the Parks Acquisition Fund. Mount Work Regional Park Management Planning report received for information June 2020. Terms of Reference approved for the Mountain Biking Advisory Committee and committee members appointed. <b>Media Release:</b> Public encouraged to complete surveys for park management plans (August 18, 2020). Parks Acquisition Fund options presented as part of 2019-2022 Parks &amp; Natural Resource Management Service Planning. Facilitator hired for the Mountain Biking Advisory Committee and Fall meeting schedule confirmed. 2019-2022 Parks &amp; Natural Resource Management service planning approved. <b>Media Release:</b> CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020). <b>Media Release:</b> Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020). <b>Advocacy:</b> Park Land Acquisition (Dec.14, 2020).</p> <p>CRD Regional Parks and Trails 2020 year in review submitted to Board. The Regional Trails Widening Study was received by Board for information and staff directed to conduct public engagement. The Board endorsed the appropriateness of the property tax requisition as the primary revenue source for operating costs and staff directed to report back on additional options for parking revenues as part of the Parks strategic planning process. Mountain Biking Advisory Committee completed final report. <b>Media Release:</b> CRD Regional Parks rolls revenue generation into Strategic Plan (Mar. 11, 2021). Public survey and virtual open houses completed to get feedback on the Regional Trails Widening and Lighting project.</p> <p>Sustainable Funding Model for Future Land Acquisitions approach approved by Board. <b>Media Release:</b> CRD Regional Parks Presents Mountain Biking Guidelines to Board (April 23, 2021). <b>Media Release:</b> New life to be breathed into Elk and Beaver lakes (May 4, 2021). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (May 17, 2021). <b>Media Release:</b> CRD Seeks Public Feedback on Regional Trails Widening and Lighting (May 25, 2021).</p> <p>A contract for the design and construction of the oxygenation system at Elk and Beaver Lakes was awarded.</p> <p><b>Media Release:</b> E&amp;N Rail Trail Atkins Avenue and Savory School Complete (July 30, 2021). Board approval of Provisional budget and decision to implement a new Financial Model to raise funds to acquire regional parks. Board decision to extend the 2021 Regional Parks Strategic Plan’s term for eight months and that staff bring back an updated Strategic Plan for Board approval in July 2022. Mountain Biking Opportunities in Regional Parks report received. <b>Media Release:</b> CRD Regional Parks signs license agreement with Sooke Bike Club (Dec. 1, 2021).</p> <p>Board approval of 2022 Financial Plan including budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.</p>
<p><b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.</p>	<ul style="list-style-type: none"> <li>▶ <i>PEC July 24, 2019</i></li> <li>▶ <i>Board Aug. 14, 2019</i></li> <li>▶ <i>COW Oct. 30, 2019</i></li> <li>▶ <i>Board Oct. 30, 2019</i></li> <li>▶ <i>PEC Nov. 27, 2019</i></li> <li>▶ <i>ESC July 15, 2020</i></li> <li>▶ <i>Board Aug. 12, 2020</i></li> <li>▶ <i>RPC Oct. 28, 2020</i></li> <li>▶ <i>Board Nov. 18, 2020</i></li> </ul>	<p><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.</p> <p>Initiated Capital Region Coastal Flood Inundation Mapping Project to provide future sea level rise mapping that may inform local government flood construction level-related policies. Capital Region Coastal Flood Inundation Mapping Project data collection work completed. Results and associated data shared with municipalities and First Nations. Completed the regional analysis to understand electric vehicle (EV) charging performance to coordinate local government bylaws and results shared with local governments in April 2020. Completed first phase of a regional forest carbon sequestration analysis. Completed Regional Electric Vehicle Charging Roadmap.</p> <p>The CRD shared the results of the Regional Electric Vehicle (EV) Charging Roadmap with Board, and hosted a stakeholder webinar. 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.</p>





# Board Priorities Dashboard

## First Nations Reconciliation

### ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board June 12, 2019</i></li> <li>▶ <i>FNRC Feb. 26, 2020</i></li> <li>▶ <i>Board Mar. 11, 2020</i></li> <li>▶ <i>Board Oct. 14, 2020</i></li> <li>▶ <i>COW Oct. 28, 2020</i></li> <li>▶ <i>Board Oct. 28, 2020</i></li> <li>▶ <i>Board Nov. 18, 2020</i></li> <li>▶ <i>Board Jan. 13, 2021</i></li> <li>▶ <i>FNR May 26, 2021</i></li> <li>▶ <i>Board Jun. 9, 2021</i></li> </ul>	<p><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.</p> <p>Terms of Reference approved for all CRD Standing Committees be amended to allow for First Nation Member participation at their pleasure in accordance with CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee. All closed matters will be directed to the Regional Board, where First Nation Member participation can be determined on an item-by-item basis. Amendments to the CRD Board Remuneration And Travel Expense Reimbursement Policy include First Nation Members, including all standing committees and set remuneration rates for First Nation Members. CRD First Nations Relations staff are supporting CRD Parks staff in park planning efforts. <i>Media Release:</i> CRD Board approves inclusion of First Nations in regional governance and decision-making (Jan. 13, 2021).</p> <p>The WSÁNEC Leadership Council has nominated a Tsartlip First Nation Councillor and alternate to join the CRD committee tables. Staff have provided an initial orientation session and will continue to provide any further assistance that the Nation Members may require to attend meetings. Staff are continuing with outreach to other local Nations that may have interest in participating on CRD committee tables. The CRD Board endorsed Intercultural Skills Training in June 2021, which will support CRD Directors in building positive, respectful and reciprocal working relationships with First Nations participating in CRD Board standing, advisory, select committees and commissions.</p> <p>CRD First Nations Relations staff continue to support CRD Parks staff in park planning efforts.</p> <p>Staff continue with outreach to local First Nations that may have interest in participating on CRD committee tables. The Tsartlip First Nation has nominated a Councillor and Alternate to join the CRD committee tables. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems. There are now bi-annual meetings between the Pacheedaht First Nation, Board Chair and staff.</p> <p>Staff distributed a survey to CRD Directors to assist in the development of an Intercultural Skills Training session. The training program would build positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees.</p> <p>Staff are communicating with Cultural Training providers to obtain quotes and program outlines for the development of a Cultural Safety Training Program for both CRD staff and CRD Directors</p> <p>A provider has been contracted to provide Intercultural Skills Training for CRD Directors in February 2022, to support the creation of a program that would support building positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees. A provider has been identified to offer Cultural Safety Training Program for both CRD staff, with training sessions scheduled for spring 2022.</p>





# Board Priorities Dashboard

## First Nations Reconciliation

### ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.</p>	<ul style="list-style-type: none"> <li>▶ <i>FNRC Sept. 18, 2019</i></li> <li>▶ <i>Board Jan. 13, 2021</i></li> <li>▶ <i>FNRC May 26, 2021</i></li> <li>▶ <i>Board Jun. 9, 2021</i></li> <li>▶ <i>FNRC, April 27, 2022</i></li> <li>▶ <i>Board May 11, 2022</i></li> <li>▶ <i>FNRC Sept. 7, 2022</i></li> <li>▶ <i>Board Sept. 21, 2022</i></li> </ul>	<p><b>Operationalized.</b> First Nations Relations Service Plan and budget amendment to include resources for Economic Development Feasibility Study. Feasibility Study of First Nations Economic Development Model process started. CRD is working with Victoria Native Friendship Program IMDEES by offering job shadow opportunities for individuals that have had challenges entering the workforce. CRD, along with Canada Summer Jobs, has engaged an Indigenous community member as Recycling Outreach Assistant through Summer/Fall 2019 to build accountable relationship with communities and better understand needs and barriers related to waste management. IWS working towards water and wastewater service agreements with local First Nations. Completed First Nations Economic Development Partnership Model Feasibility Study. Through the Economic Partnership Model from the Indigenomics Institute the First Nations Relations Division formulated three initiative business cases to begin implementation in 2021: First Nations Economic Opportunity Portal, First Nations Internship Program and Cultural Confidence Training Program.</p> <p>Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Board motion approving participation in the Coastal Communities Social Procurement Initiative. December 2020 letters were sent to local First Nations informing them of additional Reaching Home COVID-19 Funding that was available, detailed information on how to apply was provided. To date there are three First Nations with projects underway to support providing temporary and long term housing, and basic needs such as groceries, transportation, and personal hygiene supplies. Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p> <p>The CRD Board endorsed the First Nations Honorarium Policy on June 9th which establishes consistency, and appropriate recognition for First Nations when they provide voluntary service such as sharing traditional knowledge, blessings, welcomes, and cultural ceremonies, in support of CRD projects and activities. Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Panorama Rec Center is working with Tsawout First Nation to facilitate lifeguard training for seven youth from their community. As recommended by the Economic Partnership Model from the Indigenomics Institute, the CRD is working towards establishing a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Staff have revised the approach to the Indigenous internship program, based on lessons learned from similar programs. Staff anticipate retaining a consultant to scope a program that will support cultural safety for Indigenous interns, meet the needs of the local First Nations and support service delivery. The program will align with requirements of the collective agreement. The resulting scenarios will be assessed and brought forward for 2023 service planning.</p> <p>Web content created outlining requirements and process for ‘working with the CRD’ to support Indigenous-led businesses to bid on CRD projects. Work is ongoing to develop a database of Indigenous-led businesses in the region to support CRD procurement. A consultant has been retained and work underway to recommend next steps for supporting Indigenous employment at the CRD. Work is ongoing to develop a database of Indigenous-led businesses in the region, to support CRD procurement. Procurement Policy has been amended</p> <p>Through ongoing participation in the Te’ mexw Treaty Table, and now also invited to join the Pacheedaht Treaty Table, seek to work with First Nations on achieving their economic goals.</p> <p>Regular meetings are held with the <b>WSÁNEĆ</b> 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.</p>



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



# Board Priorities Dashboard

## First Nations Reconciliation

### ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>3c</b> Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Mar. 13, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>FNR Sept. 22, 2021</b></li> </ul>	<p><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 bi-annual training opportunities moving forward.</p> <p>The Land Altering Works MOU between the WSÁNEC Leadership Council (WLC) and the CRD has been approved in its draft form by the Board to begin engaging in quarterly discussions between the WLC and CRD project managers to review upcoming land altering works taking place in WSÁNEC territory, and receive feedback from the Nations on the proposed works.</p> <p>Ongoing liaison support through the First Nations Relations Division for Parks staff and Southern Gulf Island Commissioners to support their requests for the inclusion of Indigenous language, place names and territorial acknowledgment in parks signage when possible. The CRD is working with the Nations to renew water and wastewater servicing agreements. The WSÁNEC Leadership Council (WLC) and the CRD through the approved draft WSÁNEC Land Altering Works MOU continue meeting quarterly to review upcoming works taking place in WSÁNEC Territory, and receive feedback from the Nations on the proposed works.</p> <p>Regional Parks working with First Nations to include language and perspectives on new park kiosks.</p> <p>Corporate-wide training is underway to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch’s Remote Access to Archaeological Data (RAAD) tool. Training includes additional archaeology and cultural awareness training opportunities offered to SGI Commissioners.</p> <p><b>Statement:</b> National Day for Truth &amp; Reconciliation (Sept. 23, 2021). Corporate wide training to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch’s Remote Access to Archaeological Data (RAAD) tool are underway including additional archaeology and cultural awareness training opportunities offered to SGI Commissioners. Archaeological Chance Find Training has been provided to staff involved in land altering works projects.</p>
<p><b>3d</b> Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.</p>	<ul style="list-style-type: none"> <li>▶ <b>FNR Sept. 22, 2021</b></li> <li>▶ <b>Board May 11, 2022</b></li> </ul>	<p><b>Operationalized.</b> Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions.</p> <p>A recommendation was approved at the First Nations Relations Committee meeting for staff to proceed with ongoing, existing projects and activities that identify and proactively value ecological features in the region and support strategic engagement of First Nations regarding ecosystem values, taking care of land and water, Indigenous languages and place names.</p>



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



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.</p>	<ul style="list-style-type: none"> <li>▶ <i>EAC Mar. 13, 2019</i></li> <li>▶ <i>EAC July 10, 2019</i></li> <li>▶ <i>Board July 10, 2019</i></li> <li>▶ <i>EAC Jan. 8, 2020</i></li> <li>▶ <i>Board Jan. 8 2020</i></li> <li>▶ <i>Board Feb. 12, 2020</i></li> </ul>	<p><b>Operationalized.</b> CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the Connected Coast project proposal. Inclusion in various programs is greatly enhanced with a Board endorsed broadband strategy. Staff directed by EAC March 2019 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 2019 to MLA Olsen. Advancing Southern Gulf Island Phase 1 connectivity strategy through community and stakeholder engagement. Staff meeting with citizen services to investigate pilot opportunities for connectivity on Southern Gulf Islands. Stakeholder engagement underway throughout Fall/Winter 2019. <b>Media Release:</b> CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands (Nov. 6, 2019). In July 2019, Board authorized the submission of an application to the BC Rural Dividend Program for Southern Gulf Islands Connectivity Design Strategy and confirmed support for this project through its duration. In October 2019 the Provincial government canceled this grant opportunity. Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. Received a grant from the Provincial Government to advance Phase 2 of the Connectivity Design Plan. Funding secured and engineering firm engaged to conduct broadband infrastructure design plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.</p> <p>The CRD Board has supported two requests by Internet Service Providers for federal funding aimed at improving service in the Southern Gulf Island electoral area. <b>Advocacy:</b> Letter to Innovation, Science and Economic Development Canada (Mar. 15, 2021).</p> <p>The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SSI EA Administration continues to support for third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.</p>
<p><b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board Jan. 9, 2019</i></li> <li>▶ <i>EAC Mar. 13, 2019</i></li> <li>▶ <i>EAC Apr. 10, 2019</i></li> <li>▶ <i>EAC July 10, 2019</i></li> <li>▶ <i>Board July 10, 2019</i></li> <li>▶ <i>EAC Sept. 11, 2019</i></li> <li>▶ <i>Board Sept. 11, 2019</i></li> <li>▶ <i>Board Feb. 12, 2020</i></li> <li>▶ <i>Board Sept. 9, 2020</i></li> </ul>	<p><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.</p> <p>EAC directed staff to bring back service establishment amendments to remove JDF EA from livestock kill compensation. EAC directed staff to consult with community groups BC Transit, and BC Ferries to define a service model that would best serve the transportation needs of the Southern Gulf Islands. Establishment of a Southern Gulf Islands transportation service in service and budget planning for 2020. <b>Advocacy:</b> Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). <b>Advocacy:</b> Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). <b>Advocacy:</b> Request for Order in Council - CRD Electoral Areas (November 13, 2019). <b>Media Release:</b> Salt Spring Island water study receives provincial support (Aug 19, 2019). Salt Spring Water Optimization Study Terms of Reference completed and contractor selected to carry out study. Bylaw No. 4325 Bylaw to establish community safety service on Salt Spring Island introduced and staff directed to conduct an alternative approval process for Bylaw 4325. <b>Media Release:</b> Alternative Approval Process Begins for Salt Spring Island Community Safety Service (Oct. 29, 2019). At the close of the deadline date of December 9, 2019 for receipt of elector responses, it was determined that more than 910 elector response forms had been received and therefore elector approval by alternative approval process was not obtained.</p> <p>Submitted a letter of support for the application by TELUS to the Province of British Columbia Network BC Connecting British Columbia program and to the Canadian Radio-television and Telecommunications Commission Broadband Fund for a funding contribution towards the transport and last mile project for Jordan River - Port Renfrew. <b>Advocacy:</b> Electoral Areas Rural Status (January 31, 2020). <b>Advocacy:</b> Telus Resolution (February 13, 2020)</p> <p>North Ganges Transportation project tendered in March 2020 with construction started in June 2020. <b>Advocacy:</b> Electoral Areas Rural Status (July 17, 2020). <b>Advocacy:</b> Investing in Canada Infrastructure Program (Sept. 22, 2020).</p> <p>Service planning and business case modeling underway to create a new SGI Transportation service that will address public transit, active transport and inter-island water travel needs. Submitted a UBCM grant application for active transportation route mapping.</p> <p>SSI Transportation Committee conducted a Strategic Planning session to set direction for annual capital priorities and the Salt Spring Island Water Optimization Study draft has been finalized with the province and Improvement District.</p> <p>Contract for the Rural Dividend grant project to establish a shared business services model has been awarded to Rural Island Economic Partnership. Contract for the SGI Transportation Integration Plan has been awarded.</p> <p><b>Media Release:</b> CRD and North Salt Spring Waterworks District Release Water Optimization Study (Mar. 31, 2021).</p> <p>The development of the terms of reference has been deferred until the SSI water optimization consultation is complete (timing still to be determined). May require Provincial direction.</p> <p><b>Media Release:</b> CRD Initiates Study to Support Transportation Options in the Southern Gulf Islands (Apr. 28, 2021).</p>

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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.</p>	<ul style="list-style-type: none"> <li>▶ <i>EAC July 8, 2020</i></li> <li>▶ <i>Board July 8, 2020</i></li> <li>▶ <i>PTPSC July 15, 2020</i></li> <li>▶ <i>EAC Nov. 4, 2020</i></li> <li>▶ <i>Board Nov. 18, 2020</i></li> <li>▶ <i>EAC Feb. 10, 2021</i></li> <li>▶ <i>Board Feb. 10 2021</i></li> <li>▶ <i>EAC May 12, 2021</i></li> <li>▶ <i>Board May 12, 2021</i></li> <li>▶ <i>Board Oct. 13, 2021</i></li> <li>▶ <i>Board Dec. 8, 2021</i></li> <li>▶ <i>Board Jan. 12, 2022</i></li> </ul>	<p><b>Operationalized.</b> The Regional Emergency Management Partnership (REMP) Strategic Plan and work plan was reviewed and approved with work on a Regional Concept of Operations and Hazard Vulnerability analysis to continue. Successful in grant applications of \$25,000 for the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as \$100,000 for the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. Policy group meeting held with Board Chair and Federal Minister. Shared concept operations papers with several First Nations about how to work to advocate to work together in the case of a regional emergency. Regional concept of operations circulated to municipal CAOs to approve Memorandum of Understanding on operational protocol. Currently have 12 of 13 municipalities and two First Nations confirmed. Coordinated response to proposed new modernization of the BC Emergency Act submitted January 2020.</p> <p>Participated through the Regional Emergency Management Partnership in a Regional Hazard, Risk and Vulnerability Assessment (HRVA) exploring three regional hazards of snow storm, extreme heat, and earthquake along with multiple stakeholders from multiple-sectors from across the capital region identifying disaster risk reduction strategies. Submitted Regional Emergency Management Partnership overview, 2019 highlights and role in COVID-19 report. Received \$25,000 grant for the Electoral Areas Emergency Operating Centre Supplies Procurement Project. Province released its <i>'What we heard' report</i>. The feedback period for the report ran until September 30, 2020. SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated and shared with EMC. As part of the Firesmart project, submitted a UBCM grant application to update Community Wildfire Resiliency Plans. The CRD advocated to CREST to urgently find alternative method of providing emergency telecommunication in the Juan de Fuca area.</p> <p>Electoral Area Volunteer Fire Service Regulatory Review reported on and staff directed to report back with operational, administrative, and governance strategies to meet and sustain regulatory compliance and funds be reallocated from operational reserves for 2021 to be available for a temporary increase in staff resources to support fire services to attain compliance. Public Alert Notification System RFQ process complete and contract awarded. Successful applications submitted to UBCM for the FireSmart initiative and for the Emergency Operations Centres and Training Grants. The Emergency Management Software contract has been signed and now moving to implementation. The new Public Alert Notification System contract was signed and the service has been transitioned to the new provider. The RFP for Fire Dispatch Services has been finalized for Bylaw 3854 participants.</p> <p>The CRD has been issuing notices through the new Public Alert Notification system since May 2021. The system has been performing as expected.</p> <p><b>Media Release:</b> Salt Spring Island Fire Protection District and CRD announce new working relationship (July 2, 2021). The implementation of the Emergency Management Software for Protective Services has been completed. Deployment to other departments will continue over the next year.</p> <p>Policy Group Meeting for the Regional Emergency Management Partnership was held on November 8, 2021 and annual report received for information. The Fire Dispatch provider transition was successfully completed on December 7, 2021. <b>Media Release:</b> Provincial Disaster Financial Assistance Available to CRD Electoral Area Residents (Nov. 22, 2021).</p> <p>The CRD Board approved a motion on January 12, 2022 to support an application to UBCM Community Emergency Preparedness Fund for the Evacuation Route Planning grant and directed staff to provide overall grant management.</p>
<p><b>4d</b> Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.</p>	<ul style="list-style-type: none"> <li>▶ <i>GFC Oct. 7, 2020</i></li> <li>▶ <i>Board Oct. 14, 2020</i></li> <li>▶ <i>COW Oct. 28, 2020</i></li> <li>▶ <i>Board Oct. 28, 2020</i></li> <li>▶ <i>Board Mar. 24, 2021</i></li> <li>▶ <i>Board May 12, 2021</i></li> <li>▶ <i>Board Mar. 16, 2022</i></li> </ul>	<p><b>Operationalized.</b> Staff working to develop process for transparent, multi-criteria decision making on Initiative Business Case (IBC) review to drive service planning and ultimately financial budgets. Also working to develop measures for adequate reserve balances across services. Financial Planning guidelines approved by Board. New quarterly operational variance reporting implemented. An overhaul of the business planning process was started in the 2019 and continues through 2021. A prioritization and decision-making methodology has been developed. It will be reviewed annually to ensure it is reflective of the CRD's operating context. Financial Services will undertake a review of best practices in reserve balances for all services in 2021. Service plans for 2021 were approved by COW in October 2020. Staff reported back on priorities and decisions made to achieve sustainable budgets and work plans. Direction and strategy for 2022 will be set at annual Board check-in in late spring. A review of best practices in reserve balances will be undertaken for all services in 2021. <b>Media Release:</b> Public feedback encouraged on CRD and CRHD 2021 provisional financial plans (Oct. 29, 2020). Staff brought reserve balances, analysis, modelling and two draft reserve guideline iterations through ELT. Government Finance Officers Association US &amp; Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting. <b>Media Release:</b> Capital and operating financial plans approved for 2021 (Mar. 24, 2021). This initiative has been accelerated and a report on reserve balance measures and gaps/surpluses will be submitted to the Finance Committee for its consideration in July 2021.</p>



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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4e</b> Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.</p>	<ul style="list-style-type: none"> <li>▶ <i>GFC July 3, 2019</i></li> <li>▶ <i>GFC Oct. 2, 2019</i></li> <li>▶ <i>PAFSC Jan. 29, 2020</i></li> <li>▶ <i>Board June 24, 2020</i></li> <li>▶ <i>Board July 8, 2020</i></li> <li>▶ <i>GFC Oct. 7, 2020</i></li> <li>▶ <i>Board Oct. 14, 2020</i></li> <li>▶ <i>Board Jan. 13, 2021</i></li> <li>▶ <i>Board Mar. 10, 2021</i></li> <li>▶ <i>GC Apr. 7, 2021</i></li> <li>▶ <i>Board Apr. 12, 2021</i></li> <li>▶ <i>PAFSC May 5, 2021</i></li> <li>▶ <i>PAFSC Sept. 8, 2021</i></li> <li>▶ <i>Board Sept. 8, 2021</i></li> <li>▶ <i>Board Oct. 13, 2021</i></li> <li>▶ <i>PAFSC, Dec. 8, 2021</i></li> <li>▶ <i>Board Dec. 8 2021 - deferred</i></li> <li>▶ <i>PASC, Jan 19, 2022</i></li> <li>▶ <i>Board Feb. 9, 2022</i></li> </ul>	<p><b>Operationalized.</b> In 2017/2018 staff along with Arts commission chair embarked on a roadshow to encourage participation in the Arts Development Service, resulting in net 1 participant increase to the service (+Sooke, +SGI, -Sidney). To advance a regional discussion on arts facilities, GFC supported two recommendations: to establish a Select Committee to facilitate a discussion of regional arts facilities; and to have the Arts Commission and Royal &amp; McPherson Theatres Services Advisory Committee report on the potential for full participation in their respective Services. Regional Arts Facilities Select Committee first meeting held. Terms of Reference approved. Request for Proposal for a consultant to facilitate the arts facilities discussion approved and posted. Select committee confirmed proceeded with public engagement through COVID-19. External consultant presented electronic engagement plan to committee and ensured activities are in accordance with Public Health Officer guidelines. Updated CRD Arts &amp; Culture Support Service Strategic Plan and submitted to Board June 24, 2020. Phases of the project included pre-consultation meetings, the development of a facilities inventory and analysis, in-depth interviews with key community members and an online survey that attracted over 500 participants. Public engagement, including workshops to vet and validate learning outcomes and propose future actions, completed in Fall 2020. Implementation and implications of the consultant's recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD report received and direction to staff to add additional funds to the 2021 final budget. Creation of a Performing Arts Facilities Select Committee (PAFSC) whose purpose will be to define the scope and functions of a regional service that will lead to the establishing bylaw for the Performing Arts Facilities Service. PAFSC directed staff to develop a service bylaw, service plan and a process to consult with municipalities, electoral areas, arts organizations, and other bodies.</p> <p>The PAFSC reviewed an establishing bylaw for a new region-wide Performing Arts Facilities Service and approval processes. The PAFSC recommended the new service to the CRD Board with an accompanying region-wide Alternative Approval Process. The CRD Board passed motions to approve the establishing bylaw, but defeated a motion to proceed by way of region-wide Alternative Approval Process. <b>Media Release:</b> Creativity and resilience of regional arts sector highlighted in Arts &amp; Culture Progress Report (July 14, 2021). Board referred matter back to the Performing Arts Facilities Select Committee for further review of regional and sub-regional options.</p>
<p><b>4f</b> Explore how the CRD can best contribute to regional economic development.</p>	<ul style="list-style-type: none"> <li>▶ <i>GFC July 3, 2019</i></li> <li>▶ <i>Board July 10, 2019</i></li> <li>▶ <i>GFC Oct. 2, 2019</i></li> <li>▶ <i>Board Oct. 9, 2019</i></li> <li>▶ <i>Board Mar. 11, 2020</i></li> <li>▶ <i>Board May 13, 2020</i></li> <li>▶ <i>GFC July 29, 2020</i></li> <li>▶ <i>Board Aug. 12, 2020</i></li> <li>▶ <i>EAC Sept. 9, 2020</i></li> <li>▶ <i>Board Sept. 9, 2020</i></li> <li>▶ <i>GFC Dec. 2, 2020</i></li> <li>▶ <i>Board Dec. 9, 2020</i></li> </ul>	<p><b>Operationalized. Advocacy:</b> Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application. Advocacy plan presented to Committee and Board and approved. <b>Media Release:</b> Shared Business Services Model Gains Momentum for Salt Spring Island (May 27, 2019). Staff presented with Ministry of Citizen Services on Broadband Connectivity across BC's rural islands at the Rural Islands Economic Forum (RIEF) in November 2019. Board Chair recommended proposed for an Economic Recovery Forum to be held. This proposed forum would be intended to bring together elected officials, business leaders and other stakeholders where we could discuss potential region-wide initiatives. Board Chair participated in the Opportunity in Recovery: Discussing BC's post COVID-19 future on June 17, 2020 Community Economic Development Commission Five Year Financial Plan to fund a project with Rural Island Economic Partnership (REIP) to develop an online business directory and marketing plan for rural businesses. <b>Advocacy:</b> COVID-19 and Community Works Funds (April 27, 2020). <b>Advocacy:</b> South Island Leaders Unite to Address Economic Crisis and Recovery (April 16, 2020). Staff presented report on the regional role in economic development. The CRD continues to have a strong interest in supporting a regional economic development strategy and partnering with senior levels of government and stakeholders. In SGI, relationships have been established for collaboration at relevant provincial and federal level. External grants and funding opportunities collated and promoted through commissions. Approved the Rural Dividend amendments and staff authorized to direct award contract to Rural Islands Economic Partnerships Society.</p> <p>CRD allocated \$1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission (CESC) is now coordinating with SSI Community Economic Development Commission (CEDC) for regional economic resiliency. Contract was executed with Rural Island Economic Partnership (RIEP) for Shared Business Service Model. Island Food Security report was presented to the SGI CESC. Commission is now exploring funding options for development and implementation partnerships.</p> <p>Board endorsed three applications to the Investing in Canada Infrastructure Program - COVID-19 Resilience Infrastructure Stream to support all three electoral areas.</p> <p>The 2021 work program for the Southern Gulf Islands Economic Sustainability Commission (CESC) is underway and includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security and transportation planning.</p> <p><b>Media Release:</b> Island Coastal Economic Trust expands to more communities (Feb. 19, 2021).</p> <p><b>Advocacy:</b> COVID Safe Restart Grants - AVICC (Feb. 22, 2021) - UBSM (Jan. 29 2021).</p> <p>Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions.</p> <p>REIP's work is ongoing and regular reporting to the commission will take place as work progresses. The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures.</p> <p><b>Media Release:</b> Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)</p>



# Corporate Priorities Dashboard

## Summary of Completed Actions

### Accountability

Corporate Initiatives	Resolutions	Comments
<p><b>Business capacity &amp; continuity:</b> Advance our workforce planning &amp; Organizational Health &amp; Safety programs to support organizational capacity &amp; resilience.</p>	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> Organizational Development Plan Actions updated for 2019, 2020 and 2021 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented. Ensure CRD systems and policies are aligned to significantly improve workplace decision-making and business tracking, including alignment with business continuity requirements. Significant focus on the review and implementation of a comprehensive Human Resource Information System (HRIS), aligned to our current Enterprise Resource System (SAP), and continued review of OHS safety elements tied to certificate of recognition. Starting mid-March 2020 a significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic. Occupational Health &amp; Safety created the Safety Exposure Control Plan, as well as additional documents outlining health and safety protocols in line with WorkSafeBC. Application for Certificate of Recognition (CoR) for audit postponed to 2021 due to the COVID-19 pandemic. Service plan initiative prepared for the implementation of the HRIS as part of the service planning process but deferred to 2021. Successfully recruited Occupational Health and Safety Manager. Occupational Health &amp; Safety continue to update and create new documents outlining health and safety protocols in line with WorkSafeBC. Preparation for Fall COVID planning, including new Human Resource processes. Face coverings were circulated to all staff.  <i>*Many media releases have been distributed as a result of COVID-19. For a full list <a href="#">click here</a>.</i></p>
<p><b>Fiscal responsibility:</b> Integrate asset management &amp; risk analysis into our capital planning processes to strengthen our fiscal management practices &amp; support resource sustainability.</p>	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 13, 2019</a></li> <li>▶ <a href="#">GFC Oct. 2, 2019</a></li> <li>▶ <a href="#">PEC Oct. 23, 2019</a></li> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 11, 2020</a></li> <li>▶ <a href="#">COW Oct. 28, 2020</a></li> <li>▶ <a href="#">Board Oct. 28, 2020</a></li> </ul>	<p><b>Operationalized.</b> Asset Management Policy &amp; Strategy approved by Board, with a prioritized multi-year phased implementation starting with the Core Area Sewer Service. Incremental impacts included in provisional budget; 2 FTEs and a one-time costs of \$125k. Regional Parks Sustainable Service Delivery Plan Report Card approved by PEC and Board. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. Sustainable Service Delivery Plans are being developed across multiple service areas. Regional Parks Sustainable Service Delivery approved by Board. A corporate risk management framework has been established and processes embedded in capital planning processes to support resource prioritization. A supporting asset componentization guide has been developed. Guide has been applied to Core Area Wastewater Treatment Project to ensure robust asset lifecycle risk analysis. Initiative approved through service planning to develop life-cycle costing policy &amp; procedures to improve business case options development and decision-making. Staff brought revisions to the Board approved investment policies of CRD and CRHC (March 2020) to consolidate, align investment goals and diversification, as well as formalize social responsible investment parameters. New manager for asset management has been on-boarded and material progress has been made on the implementation of the enterprise asset management strategy. Related policies have been drafted and over a third of the organization's planned development of sustainable service delivery plans have been drafted or are underway. On track to develop the life-cycle costing framework and procedures by end of the year.</p> <p>Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.</p>
<p><b>Transparency:</b> Streamline our service planning tools &amp; establish KPIs to effectively track &amp; report progress on Board Priorities, Corporate Projects &amp; operational service activities, thereby enhancing accountability.</p>	<ul style="list-style-type: none"> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process. Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020. Board conducted the 2019-2022 Board Priorities Annual Check-in May 2020. First phase of the 2021 service planning process (initiative identification and prioritization) was completed June 2020. Changes were implemented this year, following the 2019 service planning review. Moving forward with financial planning work as well as Community Needs Summary development in line with target deadlines.</p> <p>Service planning reports for 2021, which included new KPIs, were reviewed by committees and commissions between September and October. The CRD Board approved the report and the Provisional Budget on October 28, 2020. Direction and strategy for 2022 were set at annual Board check-in in late spring 2021. Executing service planning and annual check-in program.</p>
<p><b>Efficiency &amp; collaboration:</b> Develop a partnership directory &amp; guidelines document to guide staff &amp; existing potential partner groups &amp; enable greater collaboration.</p>	<ul style="list-style-type: none"> <li>▶ <a href="#">GFC Nov. 4, 2020</a></li> <li>▶ <a href="#">Board Nov. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Provide core funding to various not-for-profit groups under operating agreements. Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Partnerships guidelines prepared and existing formal partnerships captured in directory. Continue work to seek new partnerships and transition informal partnerships to formal. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.</p>





# Corporate Priorities Dashboard

## ➤ Summary of Completed Actions

### Accountability

Corporate Initiatives	Resolutions	Comments
<p><b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board May 8, 2019</i></li> <li>▶ <i>Board June 12, 2019</i></li> <li>▶ <i>Board Dec. 11, 2019</i></li> <li>▶ <i>Board Mar. 18, 2020</i></li> </ul>	<p><b>Operationalized.</b> The 2019 Organizational Development Plan actions include implementing new systems to review policies, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies. Transparency initiatives endorsed by the Board, including a rise and report webpage and a monthly Board Highlights report. <b>Media Release:</b> CRD Launches Transparency Initiatives (Dec. 9, 2019). The Board Highlights monthly e-newsletter (launched December 2019) sends a summary of key agenda items and Board decisions directly to your inbox, with links to related materials and webcasts for in-depth review. The rise and report section of the CRD website (launched December 2019) publishes decisions that were made in-camera once they are ready for public release.</p> <p>Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Staff developing signage to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. EA email accounts have been activated for residents to send questions and comments to the CRD for response in a timely manner. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Closed CRD offices re-opened to the public June 1, 2020. Signage and other measures taken to convey new health and safety requirements and operational impacts as directed by the Public Health Officer.</p> <p>Launched the water outages map allowing customers of the Juan de Fuca Water Distribution System and Local Service Areas to view current water outages online. New corporate sign strategy approved and aligned with best practices. CRD Bike Map is now available online in a digital format to help riders find the best route conveniently on desktop or mobile device.</p> <p>Launched the new engagement platform <a href="http://getinvolved.crd.bc.ca">getinvolved.crd.bc.ca</a> to provide more ways for the public to participate in consultation opportunities virtually.</p>



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

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**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, sub-regional 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:	Robert Lapham, MCIP, RPP, Chief Administrative Officer
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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 stakeholder's potential ability to influence the CRD's work (positively or negatively) or according to each stakeholder or group's 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 or 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
<p><b>Primary Level</b></p>	<p>Board Members and, Alternates</p> <p>Member municipal councils</p> <p>Delegated CRD Commission Members</p> <p>Local Area Elected Officials</p> <p>Local Area CAOs</p> <p>Local Area Senior Staff</p>	<ul style="list-style-type: none"> <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>
<p><b>Secondary Level</b></p>	<p>Agencies and organizations who have entered into formal agreement with the CRD</p> <p>CRD representatives appointed to an affiliated governance body</p>	<ul style="list-style-type: none"> <li>• First Nations</li> <li>• Federation of Canadian Municipalities</li> <li>• Union of BC Municipalities</li> <li>• Association of Vancouver Island Coastal Communities</li> </ul>
<p><b>Operational Level</b></p>	<p>ELT and designated staff who participate in various external initiatives, committees and groups as a representative of the organization.</p>	<ul style="list-style-type: none"> <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	Objectives	Methods
<p><b><u>Board</u></b> Includes Board Members and Alternates</p>	<p>Advance Board priorities and actions required by other levels of government to address regional issues.</p>	<p>Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.</p>
<p><b><u>CRD Member Representatives</u></b> Member municipalities and Local Area Elected Officials.  Designated CRD Commissions and Commissioners</p>	<p>Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.</p>	<p>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.</p>
<p><b><u>Partnerships</u></b>  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.</p>	<p>Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.</p>	<p>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.</p>
<p><b><u>Staff</u></b> 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.</p>	<p>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.</p>	<p>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.</p>



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-01-02	<b>Regional Transportation Priorities</b>	Confirm the CRD Board's Regional Transportation Priorities.	✓			✓	Letter to <a href="#">Minister Fleming</a> Met with Minister Fleming by teleconference October 4, 2021 Letter to <a href="#">Minister Fleming</a> Virtual Meeting with Minister Fleming March 31, 2022	Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.
22-01-01	<b>Vancouver Island Rail Corridor</b>	Request the federal government to provide an update on their position regarding the protection of the Island Rail Corridor.	✓			✓	Letter to <a href="#">MP Randall Garrison</a> Letter to <a href="#">MP Laurel Collins</a> Letter to <a href="#">MP Alistair MacGregor</a> Letter to <a href="#">Minister Fleming</a> Letter to <a href="#">Minister Alghabra</a> Letter from <a href="#">Minister Fleming</a> Meeting with MP Alistair MacGregor August 17, 2022 Letter from <a href="#">Minister Alghabra</a> Letter to <a href="#">Minister Alghabra</a> Letter to <a href="#">Minister Miller</a> Letter from <a href="#">MP Alistair MacGregor</a> Letter from <a href="#">MP Gord Johns</a>	March 31, 2023 Funding Agreement signed between the Province and the CRD to enable engagement in short and long-term planning for the Island Rail Corridor in collaboration with First Nations and local governments impacted and/or bisected by the Corridor.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	<b>Climate Emergency</b>	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	✓	✓	✓	Letter to <a href="#">Premier Horgan</a> Letter to <a href="#">Minister McKenna</a> Representation from all CRD local governments on Climate Action Task force and staff Working Group sharing information and collaborating on projects. Partner with NGO's, Academic Institutions and Utilities with staff support through shared research, policy development and program delivery.	
19-02-02	<b>Climate Action Leadership</b>	Seek Strategic partnership	✓				Letter to <a href="#">Minister Heyman</a> Response from <a href="#">Minister Heyman</a> Letter to <a href="#">Minister McKenna</a>	Continue to seek partnership with senior governments.
20-02-02	<b>Parkland Acquisition</b>	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to <a href="#">Minister Heyman</a> Met with Minister Heyman by teleconference on February 17, 2021.	
21-02-01	<b>Climate Action Revenue Incentive Program (CARIP)</b>	Ask provincial government to re-establish CARIP funding or similar program.	✓			✓	Letter to <a href="#">Premier John Horgan, Minister Osborne, Minister Heyman and Brian Frenkel (UBCM)</a> . Letter from <a href="#">Minister Osborne</a>	CARIP was replaced with the Local Government Climate Action Program (LGCAP) with approved funding through 2024.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-02-01	<b>Update of Marine Invasive Species List</b>	Ask provincial and federal government to list the red algae <i>Asparagopsis</i> on its invasive species list and review the aquaculture permitting requirements.	✓			✓	Letter to <a href="#">Minister Ralston</a> Letter to <a href="#">Minister Murray</a> Letter from <a href="#">Minister Murray</a>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	<b>First Nations Reconciliation</b>	Enhance Indigenous reconciliation at the community level.	✓			✓	<p>Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.</p> <p>Letter to <a href="#">Ministers Fraser and Robinson</a>                      Letter from <a href="#">Minister Robinson</a>                      Met with senior provincial staff on March 7, 2019 and agreed to follow up as required.                      Letters to <a href="#">MPs (Collins, Garrison, MacGregor and May)</a>                      Letter to <a href="#">JOLEP (Tsartlip First Nation) Chief and Council</a>                      Forum of All Councils took place on November 28, 2019.</p>	Ongoing
22-03-02	<b>First Nations Reconciliation</b>	Secure Provincial capacity funding to support government to government relationship building with First Nations to support efforts towards reconciliation.	✓			✓	<p>Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.</p>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
22-04-01	<b>Greater Victoria Harbour Authority (GVHA)</b>	Advocate for funding for the GVHA Shore Power Project	✓			✓	Letter to <a href="#">Minister LeBlanc</a> seeking federal support Letter from <a href="#">Minister LeBlanc</a>	
22-04-01	<b>Speculation &amp; Vacancy Tax – SSI Electoral Area</b>	Advocate that Speculation & Vacancy Tax be applied to the Salt Spring Island Electoral Area	✓			✓	Letter to <a href="#">Minister Robinson</a> Letter from <a href="#">Minister Robinson</a>	
23-04-01	<b>Recapitalization of the Island Coastal Economic Trust</b>	Ask the provincial government to recapitalize the Island Coastal Economic Trust.	✓			✓	Letter to <a href="#">Minister Bailey</a>	
23-04-02	<b>Increased high-speed broadband connectivity for the Jordan River and Shirley communities.</b>	Advocate for funding from the Connecting Communities BC Fund to support increased high-speed broadband connectivity for the Jordan River and Shirley communities.	✓			✓	Letter to <a href="#">Ministry of Citizens’ Services</a>	

No Associated Board Priority



# Advocacy Dashboard

Quarter 1 – 2023



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-05	<b>Deer Management</b>	Encourage province to take responsibility for wildlife.	✓	✓			Letter to <a href="#">Ministers Popham, Heyman and Donaldson</a> Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from <a href="#">Nancy Liesch, ED, Natural Resources</a>	Ongoing
20-05-03	<b>Request province develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation oriented solutions for SSI and SGI</b>	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to <a href="#">Minister Trevena</a> Letter from <a href="#">Minister Trevena</a>	Ongoing
20-05-04	<b>Write to UBCM and FCM asking them to advocate to the Federal Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result</b>	Asking for relaxed guidelines in light of economic and financial impacts for up to one year subject to local government due diligence and as long as expenditures are in the public interest.	✓	✓			Letter to <a href="#">UBCM and FCM</a> Board Chair and CAO - call with FCM on May 21 Board Chair and CAO - call with UBCM on June 4 Letter from <a href="#">FCM</a> Letter from <a href="#">UBCM</a> UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is in engaged in discussions with FCM and the Federal	Ongoing

No Associated Board Priority



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	<b>of the COVID-19 pandemic</b>						<p>Government to utilize the gas tax funding model for recovery funding and granting.</p> <p>There continue to be challenges with Regional District EAs with respect to the request for funding non profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval.</p> <p>EA continue to what to pursue funding approvals for non profit services.</p> <p>UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks.</p> <p>Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.</p>	

No Associated Board Priority



# Advocacy Dashboard

Quarter 1 – 2023



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-05-01	<b>Opioid Overdose Crisis</b>	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	✓		✓	✓	<a href="#">Resolution</a> to UBCM and AVICC.	Ongoing
23-05-01	<b>Mobile Youth Services Team</b>	Ask the province to support the Pacific Centre Family Services Association’s Mobile Youth Services Team.	✓				Letter to <a href="#">Minister Dean</a> *Note: Minister Dean forwarded the letter to Minister Farnworth	

**Capital Regional District  
Quarterly Operating Variance Report - Q4, 2022  
Service Budgets Greater than \$1,500,000**

Service Number	Service Description	Operating Expenses				Operating Revenue				2022 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	Explanation	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	Explanation	\$	% Budget	Treatment of Surplus / (Deficit)
1.010	Legislative & General	29,930,014	28,078,488	94%	Savings are primarily related to staff vacancies as well as partial deferral of HRIS and ERDMS consultancy to 2023.	29,930,014	29,933,255	100%	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. Reduction in reserve funds being required for project consultancy costs deferred to 2023, offset by increased overhead allocation and grant revenue.	1,854,767	6.20%	Transfer \$583k to Operating Reserve Fund and \$1.3m carried forward to 2023.
1.105	Facility Management	2,002,250	1,802,961	90%	Service involves the provision of facilities management services to CRD HQ and satellite facilities. Savings experienced due to staff vacancies.	2,002,250	1,867,066	93%	Revenue largely from the provision of facilities management services. Under budget due to temporary staff vacancies.	64,105	3.20%	Transfer \$14k to Operating Reserve Fund and \$50k carried forward to 2023.
1.106	CRD Headquarters Building	1,815,620	1,822,154	100%	Service has seen some timing delays in operating expenditures as a result of capital activities altering the operations of the building, but is largely on budget for the year.	1,815,620	1,822,308	100%	Service provides office space to other CRD services and is on plan.	154	0.01%	Surplus transferred to Operating Reserve Fund.
1.226	Health Facilities - VIHA	1,658,419	1,771,025	107%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit is recovered from VIHA and any surplus refunded to VIHA. Higher operating cost resulting from additional service requests from VIHA.	1,658,419	1,771,025	107%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA and any surplus refunded to VIHA.	-	-	Any surplus or deficit is credited to or charged to VIHA.
1.280	Regional Parks	16,859,411	15,656,968	93%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Temporary staff vacancies on new service levels for 2022 are partially offset by increased temporary auxiliary backfill. Additional savings resulted from the delay in the operation of the Elk Lake oxygenation system.	16,859,411	17,042,981	101%	Revenues are primarily from requisition. Other revenue above plan related to higher parking fee revenue, permit fee revenue and operating grants.	1,386,013	8.22%	Transfer \$951k to Capital Reserve Fund, \$250k to Equipment Replacement Fund and \$185k carried forward to 2023 to offset payroll increase for cost of living adjustment.
1.297	Arts Grants & Development	3,006,402	2,989,499	99%	Service is a grant funding service, which has fully distributed its grants for the year.	3,006,402	2,997,891	100%	Revenues are primarily from requisition, and slightly under budget due to no transfer required from operating reserve during the year. Partially offset by additional internal recovery, and a voluntary contribution.	8,392	0.28%	Surplus transferred to Operating Reserve Fund.
1.309	Climate Action & Adaption	1,553,605	796,616	51%	Operating expenses under budget on the 5 Year Regional Building Energy Retrofit and Electric Vehicle Program, due to continued scoping of these programs with Provincial and Federal partners. Additional savings resulted from temporary staff vacancies.	1,553,605	1,642,492	106%	Revenues are primarily from requisition. Local Government Climate Action Grant revenue received exceeded plan.	845,876	54.45%	Surplus transferred to Operating Reserve Fund for 5 year Regional Building Energy Retrofit Program and Electric Vehicle Program.
1.310	Land Banking & Housing	2,932,259	2,622,326	89%	Operating expenses under budget with annual savings due to temporary staff vacancies.	2,932,259	2,920,527	100%	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.	298,201	10.17%	\$66k carried forward and \$232k transfer to Operating Reserve Fund.
1.311	Regional Housing Trust Fund	5,302,666	2,831,445	53%	Expenses are driven by grants to 3rd party housing service providers, which can vary based on eligibility and selection. Any surpluses are carried forward. No grants were provided in Q4.	5,302,666	5,351,502	101%	Service is on plan where revenue is about 80% from surplus carryforward, 20% from requisition.	2,520,057	47.52%	Carry forward to 2023.
1.318	Building Inspection	1,792,001	1,543,773	86%	Operating expenses under budget due to temporary staffing vacancies for two Building Inspectors and an Admin Clerk and lower travel expenses.	1,792,001	1,973,035	110%	Service is funded approximately by 70% permit fee revenue, with the balance funded by requisition and reserve. Permit fee revenue higher due to increased construction values and higher permit requests on Salt Spring Island and the Southern Gulf Islands.	429,262	23.95%	Transfer \$379k to the Operating Reserve Fund; \$50k to Equipment Replacement Fund.
1.324	Regional Planning Services	2,193,512	2,001,083	91%	Operating expenses under 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	2,208,271	101%	Revenue is approximately 54% requisition, 39% operating reserve and 7% other. Actual revenue slightly over budget due to higher bike map sales and grant revenue.	207,188	9.45%	Transfer to Operating Reserve Fund.
1.40X	SEAPARC	4,328,565	4,355,987	101%	Service levels continue to recover towards pre-pandemic levels. Above plan due to additional maintenance costs, partially offset by savings from temporary non-program staff vacancies.	4,328,565	4,440,794	103%	Revenues are approximately 70% from requisition; 30% fees. Actuals user fees exceeding plan, as the centre returns to pre-pandemic operating levels.	84,807	1.96%	Transfer \$15k to Capital Reserve Fund, \$15k to Equipment Replacement Fund, and carry forward \$55k to 2023 to offset payroll increase for cost of living adjustment.
1.44X	Panorama Rec. Center	9,869,066	9,221,805	93%	Service levels are recovering to pre-pandemic levels. Savings due to temporary non-program and maintenance staff vacancies, particularly in the first half of the year when pandemic restrictions were still prevalent.	9,869,066	9,508,040	96%	Revenues are approximately 55% from requisition; 45% fees. Service revenues returning to pre-pandemic levels, slower than plan in particularly in the first half of 2022.	286,235	2.90%	Transfer \$143k to Capital Reserve Fund, \$72k to Equipment Replacement Fund, and \$72k to the Operating Reserve Fund.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	2,165,410	109%	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 were required in Q2 due to flooding.	1,988,640	1,980,253	100%	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.	-185,157	-9.31%	Reduced transfers of \$(10)k to Operating Reserve Fund; \$(118) to Capital Reserve Fund and \$(15)k to Equipment Replacement Fund. Carry forward \$(42)k deficit to 2023.
1.521	Environmental Resource Management	25,126,320	25,168,467	100%	Operational services are continuing as planned. Experienced extra heavy equipment service costs related to landfilling of standard refuse and controlled wastes. Expenses offset by savings on Leachate operations.	25,126,320	33,829,678	135%	Overall solid waste revenue for 2022 is higher than budget due to increased refuse, and a significant increase in controlled waste being received due to operational deficiency of biosolid treatment. Higher than budgeted revenue also received from Recycle BC, due to more materials being received, and recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted.	8,661,211	34.47%	Transfer \$7.5m to Capital Reserve Fund; \$1.1m to Operating Reserve Fund.
1.576	Environmental Engineering Services	2,558,433	2,311,128	90%	Service provides engineering and project management services to multiple services across the CRD's recreation and environmental management services. Savings from temporary staff vacancies, reduced feasibility study work and the delay of a vehicle purchase to 2023.	2,558,433	2,437,153	95%	Revenues are driven by providing services to other CRD services and cost recovery which continues to operate as planned. Recovery revenue from CRD services slightly below annual budget due to staff vacancies.	126,025	4.93%	Transfer \$66k to Equipment Replacement Fund, and carry forward \$60k to 2023 to fund vehicle purchase not completed in 2022.
1.577	IW - Environmental Operations	12,251,889	12,270,886	100%	Overhead service budget, continuing to deliver services as planned. Higher overtime and auxiliary wages due to temporary staff vacancies in the second half of the year, and increased spending on standby pay due to adding maintenance group on standby list for operational coverage after hours.	12,251,889	12,220,409	100%	Revenues come from infrastructure operations providing services to CRD utilities, which continue to operate as planned. Revenue recovery is slightly below budget due to temporary staff vacancies in the second half of the year.	-50,477	-0.41%	Reduced Equipment Replacement Fund transfer.

**Capital Regional District  
Quarterly Operating Variance Report - Q4, 2022  
Service Budgets Greater than \$1,500,000**

Service Number	Service Description	Operating Expenses			Operating Revenue			2022 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	\$	% Budget	Treatment of Surplus / (Deficit)
1.578	Environmental Protection and Water Quality	8,639,511	8,038,603	93%	8,639,511	8,420,010	97%	381,407	4.41%	Transfer \$262k to Equipment Replacement Fund; \$118k to Operating Reserve Fund.
1.911	911 Systems	2,532,090	2,510,659	99%	2,532,090	2,512,519	99%	1,860	0.07%	Transfer to Operating Reserve Fund.
1.921	Regional CREST	1,764,110	1,765,832	100%	1,764,110	1,768,808	100%	2,976	0.17%	Carry forward to 2023.
2.610	Saanich Peninsula Water Supply	7,517,025	7,778,722	103%	7,517,025	8,085,562	108%	306,840	4%	Transfer to Capital Reserve Fund.
2.670	Regional Water Supply	36,539,270	36,930,382	101%	36,539,270	37,736,592	103%	806,210	2%	Transfer to Water Capital Fund.
2.680	Juan de Fuca Water Distribution	22,560,391	23,097,878	102%	22,560,391	24,555,253	109%	1,457,375	6%	Transfer to Water Capital Fund.
3.717	Core Area Wastewater Operations	30,150,711	26,719,456	89%	30,150,711	28,367,110	94%	1,647,654	5.46%	\$1.635m - RTF Operating Reserve Fund; \$11k Operating Reserve Fund.
3.718	Saanich Peninsula Wastewater	4,681,095	3,810,726	81%	4,681,095	4,487,011	96%	676,285	14.45%	Transfer to Equipment Replacement Fund.
3.755	Regional Source Control	1,647,875	1,597,070	97%	1,647,875	1,564,978	95%	-32,092	-1.95%	Transfer \$32k from Operating Reserve Fund.
	Total Services above	241,201,150	230,567,579	87%	241,201,150	230,567,579	87%			
	Other CRD Services	35,567,579	35,567,579	100%	35,567,579	35,567,579	100%			
	Total CRD	276,768,729	266,135,158	96%	276,768,729	266,135,158	96%			

**Capital Regional District  
 Quarterly Operating Variance Report - Q4, 2022  
 Service Budgets Greater than \$1,500,000**

Service Number	Service Description	Operating Expenses				Operating Revenue				2022 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	Explanation	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	Explanation	\$	% Budget	Treatment of Surplus / (Deficit)
CRHD	Capital Regional Hospital District	33,950,390	32,427,256	96%	Savings are primarily due to lower property management and feasibility studies costs.	33,950,390	32,928,490	97%	Increased revenue due to higher than predicted (\$228k), MFA surplus payout (\$268k) on a matured 20-year issue, combined with less reserve funds required due to savings on property management budgets and feasibility studies.	501,234	1%	Transferred \$8k to capital to fund residual project claims for James Bay UPCC, Beacon Expansion and Victoria UPCC. Remaining \$493k was transferred to the debt management reserve to reduce future borrowing.
Total CRHD		33,950,390				33,950,390						

CRHC	Administration	3,005,316	2,830,408	94%	Some savings due to temporary staff vacancies. Partially offset by Q4 spend of ~\$250k for office furniture for staff, for the newly-renovated 1st Floor office space at Figard office.	3,005,316	3,062,156	102%	Increase in revenue due to bank interest rates rising.	231,748	7.71%	Transfer to Operating Reserve.
CRHC	Development Services	566,273	442,152	78%	Savings due to temporary staff vacancies.	569,800	469,800	82%	Revenues are directly tied to capital project fees, and under budget due to temporary staff vacancies.	27,648	4.85%	Transfer to Operating Reserve.
CRHC	UOA buildings	12,520,664	12,608,627	101%	Expenditures slightly over budget due to increased contracted cleaning fees, largely offset by temporary caretaker salary variances.	12,716,418	13,105,347	103%	Revenues are approximately 85% revenue from tenant rents and 15% from subsidy grants. Revenue higher than budget due to some small rent increases and higher than anticipated occupancy rate.	496,720	3.91%	Transfer to Operating Reserve.
CRHC	ILBC building	685,970	702,043	102%	Expenses slightly over budget due to unexpected overnight attendant care expenses.	691,795	656,719	95%	Revenues are approximately 50% revenue from tenant rents and 50% from grants tied to occupancy controlled by Island Health. Under budget due to tenant vacancies.	-45,324	-6.55%	Transfer from Operating Reserve.
CRHC	NOA buildings	1,558,549	1,554,871	100%	On budget.	1,683,290	1,675,216	100%	Revenues are 100% from tenant rents. Slightly below budget due to Q1 vacancies, which have stabilized in Q2-Q4.	120,345	7.15%	Transfer to Operating Reserve.
CRHC	RHFP buildings	7,984,357	7,940,760	99%	In line with budget. Small savings in salaries offset by one-time maintenance and utilities expenses.	8,333,320	8,246,131	99%	Revenues are 100% from tenant rents. Slightly below budget due to tenant vacancies.	305,371	3.66%	Transfer to Operating Reserve.
CRHC	IHI building	709,454	750,743	106%	Expenditures over budget largely due to increased contracted cleaning fees, partially offset temporary caretaker salary variances.	857,510	850,875	99%	Revenues are 100% revenue from tenant rents. Slightly below budget due to Q1 vacancies, which have stabilized in Q2-Q4.	100,132	11.68%	Transfer to Operating Reserve.
Total CRHC		27,030,583				27,857,449						
Total Services (CRD + CRHD + CRHC)		337,749,702				338,576,568						

\*Amended Budget as at Nov 16, 2022 (#Bylaw 4529)  
 \*\*Amended Budget as at July 13, 2022 (CRHC Board Approved)

**Capital Regional District**  
**2022 - Quarter 4 - Capital Plan Report**  
**Projects Greater than \$500,000**

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

Service Number	Proj. No.	Project Code	Department	Service Description	Capital Project Title
<b>CRD</b>					
3.798C	21-25	CP projects	Integrated Water Services	Core Area Wastewater	Core Area Wastewater Treatment Project
3.798C	21-09	CE.752		Core Area Wastewater	Bowker Sewer Rehabilitation
3.798C	21-02	CE.785		Core Area Wastewater	Marigold Electrical and Building Upgrades
3.798C	21-26	CE.776		Core Area Wastewater	Annual Provisional Emergency Repairs
3.798C	21-25	CE.767		Core Area Wastewater	SCADA and Radio Assessment
2.670	16-06	CS.375		Regional Water Supply	Goldstream IWS Field Office
2.670	18-07	CS.457		Regional Water Supply	Replacement of UV System
2.670	16-17	CS.368		Regional Water Supply	Butchart Dam No. 5 Remediation
2.670	16-01	CS.377		Regional Water Supply	Replace Gatehouse at Goldstream Entrance
2.670	21-11	CS.533		Regional Water Supply	RWS Supply Main No. 4 Upgrade
2.670	17-35	Not Created		Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)
2.670	19-07	CS.464		Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA
2.670	18-18	CS.447		Regional Water Supply	Main No.3 Segment Replacement
2.670	18-19	CS.451		Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements
2.680	18-05	CD.276		JDF Water Distribution	Rocky Point Upgrades
2.680	20-07	CD.290	JDF Water Distribution	Goldstream AC Replacement	
2.680	20-03	CD.289	JDF Water Distribution	AC Pipe Replacement Program	

Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q4 Variance Explanation (if necessary)
4,087,500	1,250,000	1,466,506	(216,506)	-17%	Construction of all contracts is complete. To extinguish some of the outstanding deficiencies additional funds were allocated. Warranty and deficiency work will continue into Q1 of 2023. Remaining budget will be placed into Program Reserve funding remaining commitments, and liabilities in 2023 and beyond. An additional change order for upgrades and optimization required prior to the warranty period conclusion.
2,595,000	50,000	27,772	22,229	44%	This construction contract has been awarded and the construction has begun in Q4. The remaining construction will be completed in 2023, prior to the fall/winter season. Overall project forecast to remain in scope and budget.
960,000	75,000	80,585	(5,585)	-7%	Review of design work continued in Q4; work to be tendered in 2023. Project is on scope and budget, with completion is deferred to 2023.
250,000	250,000	60,181	189,819	76%	Q4 Spend on replacements of Clover Point Anode, Macaulay Point Anode, and a spare pump motor. The purpose of the project is for unforeseeable repairs, and costs will fluctuate throughout the year dependent on scope, magnitude and urgency of the emergency repairs. Overall project is within scope and budget.
200,000	100,000	4,180	95,820	96%	SCADA design costs continued in Q4. Main component purchases continue to be delayed, due to design and delivery delays. Purchases for the project will begin once the SCADA design is delivered by the consultant, forecasted for completion in scope and budget in 2023.
3,000,000	50,000	30,949	19,051	38%	Detailed design work in Q4 and continuing through 2023, with construction deferred to 2024. Overall project is within scope and budget.
1,500,000	30,000	18,455	11,545	38%	Detailed design work and UV equipment contract secured in Q4, with contract to be awarded in Q1 2023. Detailed design work to continue through 2023 with anticipation of a construction tender by the end of 2023. Construction expected to be scheduled during the low demand period Q4 2024 - Q2 2025. Overall project remains within scope and budget.
750,000	25,000	26,663	(1,663)	-7%	Monitoring review report received in Q4 which determined a small amount of additional construction work was required and was completed in Q4. Overall project is within scope and better than budget.
110,000	730,000	325,960	404,040	55%	Construction start delayed due to slow contract submittals and execution, contractor resource and supply chain issues. Construction continued through Q4 and expected to complete Q1 2023.
400,000	15,000	548	14,452	96%	Internal resource constraints and project prioritization resulted in delay. Consultant procurement process to occur in 2023 with construction anticipated in 2024 or 2025, depending on the level of consultation determined necessary following final route selection. Overall project is within scope and budget.
980,250	255,000	-	255,000	100%	Supply chain issues and availability impacting ability to procure electric vehicles for 2022. Vehicles expected to be received in 2023 and 2024.
1,000,000	15,000	-	15,000	100%	Q4 planning and design work delayed to 2023 due to internal resource constraints and project prioritization. Project completion expected in 2023 and is within scope and budget.
100,000	80,000	548	79,452	99%	RFP for design consultant initiated in Q4, construction deferred to 2023 due to internal resource constraints and project prioritization. Overall project is within scope and budget.
250,000	25,000	2,426	22,575	90%	Detailed design procurement activity in Q4, with delays due to internal resource availability. Detailed design, permitting and construction/installation forecast for 2023, with overall project completion in 2024.
5,625,000	2,000,000	1,486,506	513,494	26%	Less contracted construction work completed than expected in Q4. Overall project completion delayed until Q2 2023 due to material availability. Project remains within scope and budget.
1,100,000	1,100,000	969,547	130,453	12%	Design work continued and materials purchased in Q4; construction scheduled to begin Q1 2023. Construction to be completed with CRD staff as opposed to contracted resources, and combined with the AC Pipe Replacement Program project in 2023.
-	366,634	274,472	92,162	25%	Pipe Replacement projects scheduled for 2022 completed with the exception of Lagoon and Milburn roads which are deferred to 2023 due to internal resource availability and project prioritization.

Total 2022				
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Actuals	Total 2022 Forecast Variance \$ (under) / over	% Forecast
16,350,000	3,574,990	3,791,496	216,506	-6%
8,475,000	255,791	233,562	(22,229)	10%
2,200,000	172,127	177,712	5,585	-3%
1,000,000	577,046	387,227	(189,819)	49%
800,000	153,032	57,212	(95,820)	167%
3,350,000	112,185	93,134	(19,051)	20%
3,100,000	216,772	205,228	(11,545)	6%
2,000,000	66,566	68,229	1,663	-2%
1,710,000	1,004,297	600,257	(404,040)	67%
1,500,000	32,479	18,027	(14,452)	80%
1,205,250	255,000	-	(255,000)	-
1,000,000	77,835	62,835	(15,000)	24%
600,000	2,000	548	(1,452)	265%
600,000	30,587	8,012	(22,575)	282%
9,725,000	7,551,469	7,037,975	(513,494)	7%
5,100,000	1,195,741	1,065,288	(130,453)	12%
3,000,000	2,321,327	2,229,165	(92,162)	4%

Status of 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 - better than 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 2025 B - on plan
			S - on plan T - better than plan B - better than plan
	R		S - on plan T - completion deferred to Q1 2023 B - on plan
	R		S - on plan T - construction deferred to 2024 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
	R	R	S - on plan T - construction deferred to 2023 B - updated in 2023 plan
	R		S - on plan T - completion deferred to 2023 B - on plan

**Capital Regional District**  
**2022 - Quarter 4 - Capital Plan Report**  
**Projects Greater than \$500,000**

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

Service Number	Proj. No.	Project Code	Department	Service Description	Capital Project Title
2.680	20-02	CD.306	Integrated Water Services	JDF Water Distribution	Bear Mountain Parkway Extension Supply Mains
2.680	20-06	CD.292		JDF Water Distribution	Sun River Reservoir Replacement
2.680	21-04	CD.298		JDF Water Distribution	Residential Service & Meter Replacement Program
2.680	16-06	Not Created		JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)
2.680	21-01	Not Created		JDF Water Distribution	Sooke Henlyn Supply & Distribution Mains
2.680	16-05	CD.219		JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)
2.680	18-02	CD.269		JDF Water Distribution	JDF Reservoir Upgrades
2.680	20-04	CD.291		JDF Water Distribution	William Head & VGH Meter Replacement
2.680 DCC	23-01	CD.249		JDF Water Distribution (DCC)	McCallum Pump Station and Tank 4
2.670/2.680	17-01	CS.418		Regional Water Supply & JDF Distribution	Voice Radio Upgrade
2.670/2.680	20-01	CS.496		Regional Water Supply & JDF Distribution	Portable Pump Station
3.718	20-03	CE.702		Saanich Peninsula Treatment Plant	Trunk Sewer Relining
3.718	21-01	CE.753		Saanich Peninsula Treatment Plant	SPWWTP Concrete Tank Repairs
2.610	21-05	CE.788	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion	
2.610	22-03	CE.813	Saanich Peninsula Water Supply	Keating Cross Road Water Main	
2.610	20-02	CE.713	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator	
1.455	20-08	CX.166.2002	Local Services	Community Parks (SSI)	Centennial Park Upgrades
1.459	21-01	CX.140.1801/1901		Parks and Recreation (SSI)	Recreation Centre Expansion
3.830	21-01/20-01	CE.708		Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement

Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q4 Variance Explanation (if necessary)
-	1,500,000	1,468,579	31,421	2%	Payment request received in Q4, actual cost slightly below estimated forecast.
775,000	721,000	656,067	64,933	9%	Project construction continued in Q4, with completion deferred from Q4 2022 to Q1 2023 due to equipment delays. Project is within scope and budget.
325,000	250,000	265,705	(15,705)	-6%	Annual Provisional program, for planned and replace-on-fail activity. Project work continued in Q4, project prioritization provided for more resource availability than forecasted. Overall project is within scope and budget.
800,000	-	-	-	0%	Supply chain issues and availability impacting ability to procure electric vehicles for 2022. Vehicles expected to be received in 2023 and 2024.
-	-	-	-	0%	Project to begin when associated housing development work has been completed. Project work expected to be delayed to 2023 as housing development work is not ready for project to start.
200,000	120,000	18,099	101,901	85%	Progress delay continued on Ludlow pump station due to supply chain issues. Waiting on pumps to arrive for factory acceptance testing. Project progress is slow until factory testing is complete. Project is within scope and budget, completion deferred to 2023.
200,000	240,000	10,156	229,844	96%	Walfred Reservoir phase design work in Q4 and construction contract awarded. 2022 scheduled work deferred to Q1 and Q2 2023 due to internal resource restriction and the work requires scheduling in low demand time. Project on scope and budget, completion expected in 2023.
410,000	30,000	2,862	27,138	90%	Some project management work progressed on VGH portion of project in Q4. Investigatory work and planning still underway, construction deferred to 2023. Project is within scope and budget.
2,000,000	2,000,000	1,250,591	749,409	37%	Construction work continued in Q4 with completion into 2023. Overall project completion delayed until Q2 2023 due to equipment availability. Project is within scope and budget.
300,000	200,000	131,496	68,504	34%	Equipment purchase costs in Q4, some equipment invoicing delayed due to delivery times. Project expected to be complete late 2023 within scope and budget.
-	190,000	174,255	15,745	8%	Initial 25% cost for pump station incurred in Q4. Overall project to be completed in 2023 within scope and budget.
-	35,000	38,481	(3,481)	-10%	Construction was tendered in Q4, and contract will be awarded and will proceed in 2023. Project is within scope and budget.
-	190,000	18,300	171,700	90%	The bulk of the repair work was completed in 2022. Project closeout for remaining minor items are forecast to be resolved by Q2 2023. The project is within scope and budget.
500,000	-	-	-	0%	No progress in Q4 due to prioritization of staff resources. Work rescheduled for start in Q1 2023.
800,000	-	2,366	(2,366)	-100%	Minor project management costs incurred in Q4 2022. 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.
250,000	-	-	-	0%	Tendered prices higher than budget, project included on 2023 capital plan with higher budget for increased costs. Material supply the main driver for construction cost increase. Overall project within scope and expected to start Q2 2023 with revised budget.
150,000	225,000	35,911	189,089	84%	Design phase completed in Q3. Underspend in Q4 due to construction delays pending review of project scope. Construction delayed to Q4 2023 with completion expected in Q1 2024. Project is within scope; an additional \$200k in community works funding has been added to 2023 capital plan, pending results of 2023 RFP process.
55,000	131,964	133,742	(1,778)	-1%	Bulk of spending occurred before 2022, under prior year's capital plan. Q4 costs are for purchase of passenger bus received in Q4. Project completed in 2022.
1,995,000	170,000	250,967	(80,967)	-48%	Spending in Q4 higher than forecast due to due to progress in design schedule, with design phase completed in Q4. Forecast to begin construction in Q2 2023 and take delivery of plant equipment later in 2023. Project is within scope and budget.

Total 2022				
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Actuals	Total 2022 Forecast Variance \$ (under) / over	% Forecast
1,500,000	1,500,000	1,468,579	(31,421)	2%
1,475,000	1,474,967	1,410,035	(64,933)	5%
1,300,000	979,565	995,270	15,705	-2%
1,060,000	-	-	-	-
1,000,000	-	-	-	-
700,000	514,095	412,195	(101,901)	25%
650,000	355,452	125,608	(229,844)	183%
550,000	44,574	17,435	(27,138)	156%
8,000,000	3,726,041	2,976,632	(749,409)	25%
1,250,000	586,408	517,905	(68,504)	13%
550,000	202,680	186,935	(15,745)	8%
1,050,000	73,265	76,746	3,481	-5%
1,600,000	1,596,583	1,424,884	(171,700)	12%
1,775,000	-	-	-	-
1,000,000	-	2,366	2,366	-100%
815,000	-	-	-	-
600,000	287,393	98,304	(189,089)	192%
1,257,735	384,333	386,111	1,778	0%
4,100,000	544,694	625,660	80,967	-13%

Status of Total Project Plan			
Scope	Timing	Budget	Notes
			S - on plan T - completed in Q4 2022 B - better than plan
			S - on plan T - completion deferred to Q1 2023 B - on plan
			S - on plan T - on plan B - on plan
	<b>R</b>		S - on plan T - deliveries delayed to 2023 and 2024 B - on plan
	<b>R</b>		S - on plan T - deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - construction deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to Q2 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - deferred to 2023 B - on plan
	<b>R</b>	<b>R</b>	S - on plan T - deferred to 2023 B - budget increased in 2023 plan
	<b>R</b>	<b>R</b>	S - on plan T - completion delayed until 2024 B - budget updated in 2023 plan
	<b>R</b>		S - on plan T - on plan B - better than plan
	<b>R</b>		S - on plan T - construction delayed until 2023 B - on plan

**Capital Regional District**  
**2022 - Quarter 4 - Capital Plan Report**  
**Projects Greater than \$500,000**

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

Service Number	Proj. No.	Project Code	Department	Service Description	Capital Project Title
1.280	17-01	CX.130	Parks and Environmental Services	Regional Parks	Construct E&N Trail Phases 3 & 4
1.280	21-06	CX.088.2086		Regional Parks	Purchase and Install Elk Lake Remediation Systems
1.280	15-02	CX.088.2021		Regional Parks	Mayne Island Demonstration Trail
1.280	21-03	CX.088.2091		Regional Parks	Construct Hamsterly Beach Washroom
1.280	19-05	CX.088.2069/2070/2082/2083/2104		Regional Parks	Repair GGRT Bridges (5)
1.44X	19-15	Not Created		Panorama Recreation	Heat Recovery Plant
1.44X	21-07	CX.031.2003/2004		Panorama Recreation	Multi-Purpose Sports Field
1.521	17-02	CE.603		Environmental Resource Management	Aggregate Production for Internal Use
1.521	17-14	CE.717		Environmental Resource Management	Landfill Gas Utilization
1.521	22-09	CE.797		Environmental Resource Management	Lower Lagoon Bank Emergency Stability Improvements
1.521	22-02	CE.568	Environmental Resource Management	Cell 4 Liner Installation	
1.521	22-10	CE.807	Environmental Resource Management	Storm Water Sedimentation pond Emergency Repairs	
3.701	17-01	CE.216	Millstream Site Remediation	Millstream Remediation	
1.106	22-01	CX.063.1617/CX.063.1621	Facilities	CRD Headquarters	Interior Renovations
1.290	21-12	Not Created	Royal Theatre	Royal Theatre	Repair Building Envelope
1.295	22-05	CX.058.2031	McPherson Theatre	McPherson Theatre	Repair East Elevation Wall
					<b>Total Projects &gt;\$500k</b>
					<b>Total Projects &lt;\$500k; Potential Parkland Acquisitions</b>
					<b>Total Projects</b>

Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q4 Variance Explanation (if necessary)
-	50,000	359,420	(309,420)	-619%	Costs from the City of Victoria, the CRD's project partner, were incurred in Q4 for design and initial construction, ahead of forecast for 2023. Overall project completion is deferred to 2023, in scope and budget.
438,500	400,000	64,717	335,283	84%	Initial equipment purchases have begun in Q4, with majority of purchases delayed to 2023. Project is within scope and budget.
164,425	300,000	317,359	(17,359)	-6%	Construction work began in Q4, and is largely on forecast, with construction to continue in 2023.
-	204,610	202,538	2,072	1%	Substantial completion in Q4 2022. Final permitting forecast for Q1 2023.
309,000	453,118	366,025	87,093	19%	Construction of Veitch Creek bridge progressing in Q4. Two remaining bridge retrofits will be complete in 2023.
817,668	-	-	-	0%	Project is on hold pending availability of grant funding. Currently no grants are available that aligns with this project. 2023 capital plan amended to fund project with debt.
-	600,000	461,307	138,693	23%	Project is complete and in use. Value of Jump Start contribution finalized and included in Q4 reporting. Jump Start directly contracted the final sport court complex and donated to the CRD.
2,180,000	3,714,065	1,661,951	2,052,114	55%	Phase 2 Blasting, Excavation, Grading and Stockpiling continued in Q4. Contractor progress was delayed, because of labour shortage. 2022 phase of multi-year project to be completed in 2023.
7,644,750	2,700,000	1,181,570	1,518,430	56%	90% design package development initiated in Q4. Continued to develop BC Hydro permit application. 2022 phase of multi-year project to be completed in 2023. Multi-year project will end in Q3 2024.
200,000	200,000	702	199,298	100%	Project management cost incurred in Q4. Project costs have been delayed due to identification that further investigation and monitoring is required over a longer period of time. 2022 phase of project forecast to be completed in 2023.
1,980,000	300,000	22,621	277,379	92%	New contract for design works awarded in Q4, with design to be delayed to 2023. Overall project to be completed in 2023, within scope and budget.
815,000	815,000	609,763	205,237	25%	Storm Water Sedimentation pond Emergency Repairs continued in Q4. The remaining work will be completed in Q1 2023 and is within scope and budget.
450,000	140,000	24,051	115,949	83%	Project management on environmental remediations occurred in Q4, awaiting Ministry of Environment approval. Ministry of Environment approval anticipated in 2023. Overall project is within scope and budget.
770,000	300,000	90,844	209,156	70%	Progress on 1st Floor renovation progressing on pace in Q4, with savings on furniture costs borne by operating departments. Final section of 1st Floor to be complete in Q1 2023. Other floors under design and projected to be completed in Q3 2023.
250,000	-	-	-	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	100,000	56,908	43,093	43%	Scope of project has been re-evaluated. Project limited in 2022 to re-pointing brickwork, and analyzing the effect. Re-pointing work began in December 2022, with construction completion in 2023, on budget.
<b>48,390,093</b>	<b>22,696,391</b>	<b>14,595,743</b>	<b>8,043,741</b>	<b>35%</b>	

Total 2022				
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Actuals	Total 2022 Forecast Variance \$ (under) / over	% Forecast
1,200,000	106,076	415,497	309,420	-74%
1,367,000	587,793	252,510	(335,283)	133%
1,014,425	522,371	539,731	17,359	-3%
720,000	720,000	717,928	(2,072)	0%
929,000	820,629	733,536	(87,093)	12%
2,453,000	-	-	-	-
864,704	821,309	682,616	(138,693)	20%
6,635,000	6,549,802	4,497,688	(2,052,114)	46%
11,265,000	5,166,697	3,648,267	(1,518,430)	42%
800,000	262,635	63,337	(199,298)	315%
2,000,000	312,899	35,520	(277,379)	781%
815,000	960,794	755,557	(205,237)	27%
750,000	258,092	142,143	(115,949)	82%
3,140,000	2,752,109	2,542,953	(209,156)	8%
750,000	-	-	-	-
2,109,000	126,451	83,359	(43,093)	52%
<b>128,760,114</b>	<b>49,836,953</b>	<b>41,871,212</b>	<b>(7,965,741)</b>	<b>19%</b>
<b>62,416,572</b>				
<b>191,176,686</b>				

Status of Total Project Plan			
Scope	Timing	Budget	Notes
	<b>R</b>		S - on plan T - completion deferred to Q2 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to 2023 B - on plan
			S - on plan T - on plan for completion in 2024 B - on plan
			S - on plan T - on plan B - better than plan
			S - on plan T - on plan for completion in 2023 B - 2022 amended, on plan
	<b>R</b>	<b>R</b>	S - on plan T - deferred pending grant funding B - funding updated in 2023 plan
			S - on plan T - on plan B - better than plan
	<b>R</b>		S - on plan T - project completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - project completion deferred to 2024 B - on plan
	<b>R</b>		S - on plan T - project completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - project completion deferred to 2023 B - on plan
	<b>R</b>		S - on plan T - completion deferred to 2023 B - on plan
			S - on plan T - on plan B - 2022 amended, on plan
	<b>R</b>		S - on plan T - deferred pending on grant funding B - on plan
	<b>R</b>		S - being re-evaluated T - completion deferred to 2023 B - on plan

**Capital Regional District**  
**2022 - Quarter 4 - Capital Plan Report**  
**Projects Greater than \$500,000**

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

Service Number	Proj. No.	Project Code	Department	Service Description	Capital Project Title
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CRHD					
22.1		HD.003.6225	Planning & Protective Services	Capital Regional Hospital District	Oak Bay Lodge Demolition
22.1		Not created			Regional Housing First Program Contribution
<b>Total Projects &gt;\$500k</b>					
<b>Total Projects &lt;\$500K; Capital Grants</b>					
<b>Total Projects</b>					

CRHC					
	18-01	HC.007 + HC.016	Planning & Protective Services	Regional Housing	Michigan redevelopment Housing
	18-02	HC.008			Caledonia Redevelopment Housing
					Prosser Prepaid Lease
		HC.015			Triway Redevelopment Housing
		HC.019			Carey Lane BER
		Fund 3003			Routine Capital
<b>Total Projects &gt;\$500k</b>					
<b>Total Projects &lt;\$500K</b>					
<b>Total Projects</b>					

Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	\$ Forecast Variance (under) / over	% of Forecast	Q4 Variance Explanation (if necessary)
-	-	-	-	0%	Project was completed in Q3.
10,000,000	-	-	-	0%	Contribution to RHFP forecast to occur in Q2 2023.
<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100%</b>	

5,646,540	4,000,000	3,166,186	833,814	21%	Q4 variance due to timing of construction draws and building permit. Overall project in scope and budget, with forecasted completion for end of 2023.
6,250,000	3,000,000	6,485,968	(3,485,968)	-116%	Q4 variance due to timing of construction draws and shorter than anticipated delay of excavation and foundation permits. Overall project in scope with forecasted completion for end of 2024.
16,981,555	-	-	-	0%	Turnkey purchase anticipated to take place in Q2 2023. Overall project in scope and budget.
2,249,574	1,936,330	1,368,551	567,780	29%	Variance due to construction draws. Project was complete in Q4 2022, on time and within budget. Overall project has small surplus.
1,725,000	25,000	8,808	16,193	65%	Design and planning costs incurred in Q4 also captures increased project scope due to increased funding for HVAC upgrades. Construction forecast to begin in 2023.
1,929,312	600,000	799,424	(199,424)	-33%	Routine upgrades of housing townhouses and apt buildings are affected by tenant moveouts, trades availability and weather.
<b>34,781,981</b>	<b>9,561,330</b>	<b>11,828,935</b>	<b>- 2,267,605</b>	<b>-24%</b>	

Total 2022				
Total 2022 Amended Budget (as per approved budget)	Total 2022 Forecast	Total 2022 Actuals	Total 2022 Forecast Variance \$ (under) / over	% Forecast
3,123,546	2,922,075	2,922,075	-	0%
10,000,000	-	-	-	-
<b>13,123,546</b>	<b>2,922,075</b>	<b>2,922,075</b>	<b>-</b>	<b>0%</b>
<b>10,941,082</b>				
<b>24,064,628</b>				

18,821,799	10,829,166	9,995,351	(833,814)	8%
13,000,000	6,059,961	9,545,929	3,485,968	-37%
16,981,555	-	-	-	-
14,997,160	14,997,160	14,429,381	(567,780)	4%
1,875,000	62,525	46,332	(16,193)	35%
3,858,624	1,909,204	2,108,628	199,424	-9%
<b>69,534,138</b>	<b>33,858,016</b>	<b>36,125,621</b>	<b>2,267,605</b>	<b>-6%</b>
<b>760,000</b>				
<b>70,294,138</b>				

Status of Total Project Plan			
Scope	Timing	Budget	Notes

			S - on plan T - on plan B - better than plan
	R		S - on plan T - contribution deferred to 2023 B - on plan

	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 - better than 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



pMaking a difference...together

**APPENDIX H  
HUMAN RESOURCES TRENDS AND CORPORATE SAFETY**

**OPEN CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 12, 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. On March 29, 2023, the CRD Board approved a SEC which identified 758.94 FTE’s – 732.94 regular and 26 term positions with terms ranging from one – five years, with the majority being two year or longer, term positions. The CRD also has 433 auxiliary staff, mostly in Parks and Recreation, as well as 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 29% of all employee turnover. A large amount of turnover is related to the conclusion of seasonal and summer employment opportunities. The Human Resource quarterly information lags by one quarter to allow time for the *HR Metrics Services™* program to compile the Human Resource data and metrics for reporting purposes. This information is summarized in Table 1.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2022)	CRD Current (Annual 2022)	Industry Average (Annual 2022)	CRD Annual (2021)	Industry Average (2021)
Total Unionized Workforce (all staff)	Q1: 89.4% Q2: 90.0% Q3: 88.6% Q4: 89.3%	89.3%	81.2%	89.7%	82.4%
Average Length of Service (regular staff)	Q1: 9.6 years Q2-4: 9.5 yrs	9.5 years	11.1 years	9.8 years	11.0 years
Average Employee Age (regular staff)	Q1/2:45.7 yrs Q3:45.8 years Q4:45.6 years	45.7 years	46.7 years	45.9 years	46.7 years
Turnover Rate / Retirement Rate (regular staff)	Q1: 3.0% (0.8% retire.) Q2: 1.8% (0.6% retire.)	11.7% (3.4% retirements)	11.1% (2.9% retirements)	8.9% (2.2% retirements)	8.5% (2.7% retirements)

	<b>Q3: 4.1%</b> <i>(1.1% retire.)</i>  <b>Q4: 2.8%</b> <i>(0.9% retire)</i>				
--	---	--	--	--	--

**2. Job Opportunities**

By means of 358 job postings, a total of 565 individual job opportunities were open for competition in 2022, which was an increase of 35% over the previous year. This trend continues into the first quarter of 2023, with 116 job postings and a total of 210 opportunities to date. 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. As of March 31, 2023, 17 regular positions were actively being recruited and 92 auxiliary positions were actively being recruited, many of which are for the upcoming seasonal positions in parks and recreation.

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. 23 staff were put through the program in Quarter 4, and 845 employees since this program was implemented. This information is summarized in Table 2.

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)
<b>Job Opportunities (all staff)</b>	<b>Q1: 172</b> <b>Q2: 165</b> <b>Q3: 153</b> <b>Q4: 75</b>	<b>565</b>	<b>N/A</b>	419	N/A
<b>Vacancy Rate (regular staff)</b>	<b>Q1: 1.9%</b> <b>Q2: 2.1%</b> <b>Q3: 4.6%</b> <b>Q4: 4.3%</b>	<b>3.3%</b>	<b>4.9%</b>	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 November 2021, the CRD implemented a COVID-19 Vaccination Policy to mitigate the risks of COVID-19; ensure a safe and healthy workplace for CRD employees and members of the public accessing CRD services and facilities; and align with other organizations including the provincial government. On April 8, 2022, with the high levels of vaccination in BC and decreasing transmission rates allowing us to move forward in how we manage health and safety risks, the CRD suspended its COVID-19 Vaccination Policy including the regular testing regime.

Over the past year, the CRD has been closely monitoring Provincial Health Officer (PHO) requirements and expectations. Based on the current information from the Province, including the recent decision to remove restrictions for most provincial employees, we fully rescinded our policy on March 16, 2023. By rescinding the policy, the CRD will no longer collect vaccination status information from new employees, nor require contractors to submit information as part of their contractual responsibilities.

The CRD continues to recognize the PHO direction regarding vaccinations against pandemic or communicable diseases and continues to strongly encourage our employees to remain up to date on their COVID-19 vaccinations including booster doses. Our staff have worked diligently during the pandemic to keep our essential services running, and we very much appreciate and have thanked all of our employees for doing their part to keep our communities safe.

In Quarter 4 of 2022, absenteeism rates were 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 were 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. This information is summarized in Table 3.

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)
<b>Absenteeism (Sick Leave) Rate (regular staff)</b>	Q1: 5.2% Q2: 6.0% Q3: 4.6% Q4: 4.4%	5.1%	5.8%	3.9%	4.6%
<b>WorkSafeBC Employer Rate (all staff)</b>	Q1-4: 2.05% less 10% <sup>1</sup>	2.05% less 10% <sup>1</sup>  2023: 2.14% less 10% <sup>1</sup>	2.92%  2023: 3.19%	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 45.7% (from 2.19% to 3.19%).

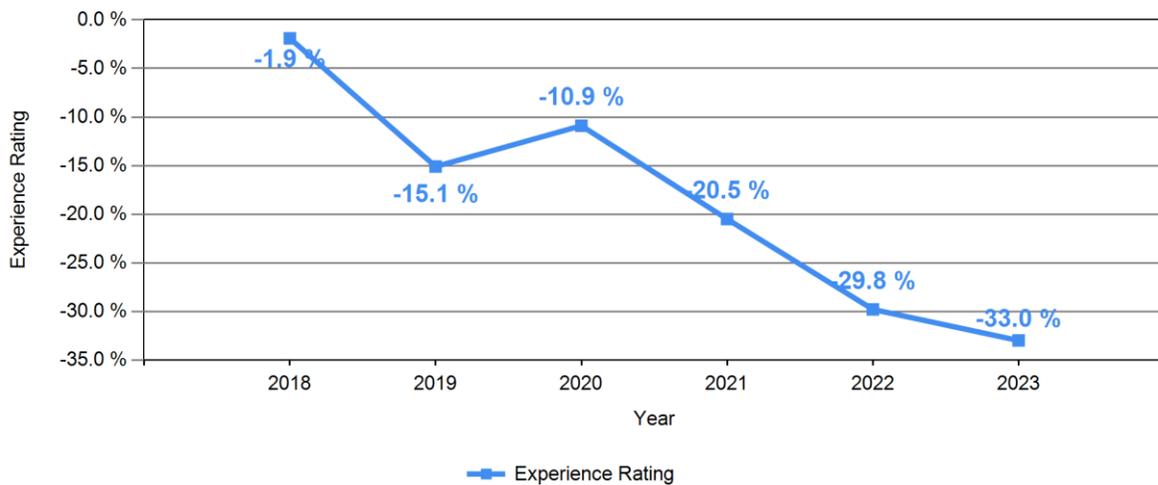
<sup>1</sup> an addition 10% reduction in assessed premiums is applied to the assessed rate, as a result of the CRD's Certificate of Recognition program and designation.

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 33% 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 43% cost savings in WorkSafeBC premiums over base rate premiums. This information is summarized in Table 4.

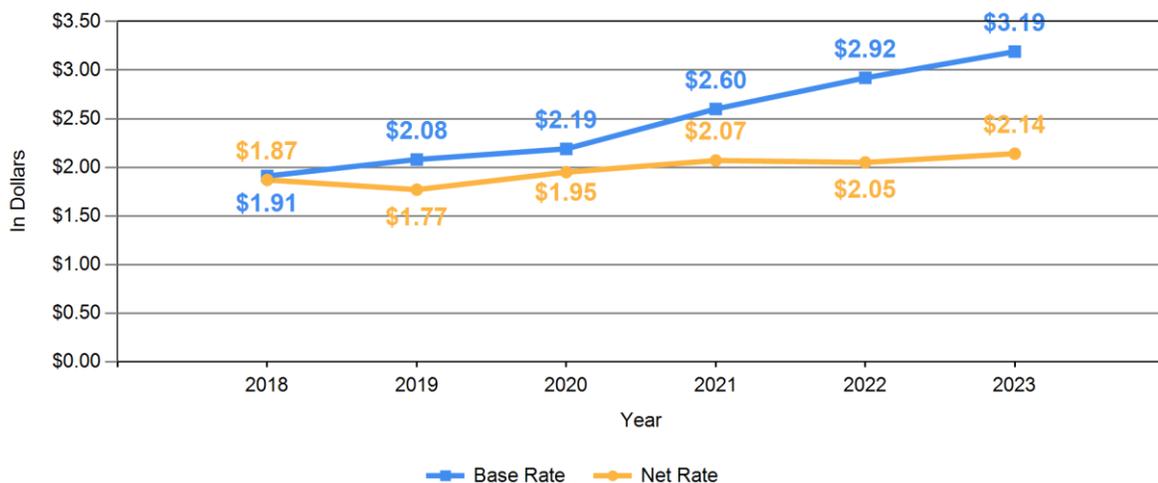
Table 4:

Performance Scorecard						
Measure	Period	Actual	Rank	Better	Comparison vs. Peers	Worse
Experience Rating %	2023	-33.0%	7 / 66	▲		
Injury Rate	2019-2021	2.8	14 / 65	▲		
% Serious Injury	2019-2021	6.3%	12 / 61	▲		
Duration	2019-2021	17	5 / 65	▲		

Experience Rating % Trend



Net Rate vs Base Rate Trend



## **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 concerning 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.



Making a difference...together

## REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**     **Capital Regional District 2023-2026 Corporate Plan**

### **ISSUE SUMMARY**

To seek approval for the 2023-2026 Corporate Plan.

### **BACKGROUND**

The Capital Regional District (CRD) Board approved the 2023-2026 Board Priorities on March 8, 2023, and directed the Executive Leadership Team (ELT) to develop the attached 2023-2026 Corporate Plan. The Corporate Plan presents the work the CRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities.

In addition to identifying initiatives that specifically align to Board Priorities, the Corporate Plan includes initiatives that deliver on core service mandates, are necessary to meet regulatory requirements, and help the organization keep pace with population growth and community expectations. The Corporate Plan has been structured into five Community Needs categories, that generally reflect the nature of the services within each category.

#### **Corporate Plan Community Needs Categories**

- 1) **Utility Services** are essential to residents' needs and/or mandated by regulation; they include Wastewater, Water, and Solid Waste & Recycling.
- 2) **Community Services** address the needs of residents, and build a livable, sustainable region; they include Transportation, Housing & Health, Climate Action, Regional Parks, Planning, Safety & Emergency Management, and Arts & Recreation.
- 3) **Corporate Services** support effective and efficient organizational administration; they include People, Open Government and Business Systems & Processes.
- 4) **Government Relations** presents activities to build and strengthen interagency partnerships and intergovernmental relations; they include Advocacy and First Nations.
- 5) **Local Government** highlights local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas, where the CRD acts as the local government, and service provider.

Each Community Need highlights the goals the organization is working towards, in alignment with Board Priorities, service strategies and plans, and the initiatives that will advance the goals over the term. For service areas with large capital plans, key projects have also been included. Consideration was also given during the development of this Corporate Plan to the Board's goal of embracing cooperation, innovation, and bold leadership in service delivery to contribute to a livable, sustainable, and resilient region this term and beyond.

The ELT leads the implementation of the Corporate Plan and delivery involves every CRD employee. Developing the Corporate Plan was an organization-wide exercise. The Corporate Plan also includes the organization's cultural traits which reflect what we value as an organization, and our corporate statements including the CRD Mission, Board Vision, new Organizational

Vision, our commitment to Reconciliation and Equity, Diversity and Inclusion, and the Climate Emergency declaration, all of which form the foundation for all activities in our organization and provide clear guidance for all significant decisions. As noted later in the report, initiatives in the Corporate Plan that connect to these important elements are tagged throughout the document; these are lenses through which decisions will be made and services will be delivered.

The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which accompanies the Chief Administrative Officer Quarterly Progress Reports. The Board also receives a progress report on the entirety of the Corporate Plan initiatives twice a year at the strategic check-in and provisional budget meetings, which take place in the spring and fall respectively. During the year, standing committees and commissions also fulfill an oversight and advisory role in relation to the work.

## **ALTERNATIVES**

### *Alternative 1*

That the 2023-2026 Corporate Plan be approved.

### *Alternative 2*

That the 2023-2026 Corporate Plan be amended as directed and that staff prepare a final draft for Board consideration in May based on the direction.

## **IMPLICATIONS**

### *Environmental & Climate Implications / Social Implications*

The concepts of livability, affordability and equity are woven into the 2023-2026 Board Priorities and Corporate Plan.

Several Board Priorities relate to strengthening decision-making frameworks related to Reconciliation with First Nations, Equity, Diversity and Inclusion, and Climate Action. Labels have been included in the Corporate Plan to indicate initiatives that will play a pivotal role in advancing these lenses or that will be delivered in a manner that supports them. While the three lenses inform all work undertaken by staff, the labels draw attention to the most relevant initiatives in this context.

### *Intergovernmental & Interagency Implications*

The Government Relations category groups together intergovernmental and interagency activities related to advocacy and First Nations relationship building and reconciliation.

Some initiatives included in the Corporate Plan will rely on other orders of government to deliver. Staff will ensure stakeholders are appropriately consulted during planning and implementation phases.

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

The RGS provides regional-scale policy direction for matters that cross jurisdictions. The CRD develops and maintains the document and, with local governments, shares in responsibility for implementation. The RGS covers the breadth of regional service delivery, ranging from environment, infrastructure and climate action to housing, transportation and food systems. Labels have been added to initiatives that are significant to achieving the RGS objectives.

*Financial Implications*

During the Committee of the Whole Board Priority setting discussions in January and February, conceptual financial implication estimates were identified for the various Board Priorities initiatives (Small: <\$250K, Medium: \$250K-\$1M, Large: \$1M+, Unknown). In some cases, the initiatives can be delivered within existing budgets.

Once the Corporate Plan is approved, staff will prepare initiative business cases, community needs summaries (divisional service plans) and budgets for consideration by the Board. This planning work will identify actions and associated financial implications to advance Board Priorities and Corporate Plan initiatives in 2024-2026.

The Board considers and approves financial implications annually through the provisional budget in the fall.

*Service Delivery Implications*

The proposed initiatives were developed collaboratively with staff and consideration was given to organizational capacity to deliver the work.

The ELT reviews and assesses all initiative business cases annually to ensure the consolidated package of work proposed for the upcoming year is appropriate and commensurate to the organization's capacity and needs.

*Alignment with Existing Plans & Strategies*

The key strategies and plans guiding each community need have been captured in the Corporate Plan.

*Alignment with Board & Corporate Priorities*

The Board may choose to direct amendments to the Corporate Plan to refine the alignment between its priorities and vision for the capital region, and the proposed Corporate Plan initiatives. Should the Board decide to do so, staff will bring back a revised Corporate Plan at the CRD Board meeting in May for final approval.

**CONCLUSION**

The CRD Board approved the 2023-2026 Board Priorities on March 8, 2023, and gave the ELT direction to develop the accompanying Corporate Plan. The Corporate Plan provides the strategic goals and initiatives necessary to guide service delivery over the Board's four-year mandate.

**RECOMMENDATION**

That the 2023-2026 Corporate Plan be approved.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: 2023-2026 CRD Corporate Plan



Making a difference...together

*Pending Board Approval*

**Appendix A**



# Capital Regional District

## 2023–2026 Corporate Plan

**APRIL 2023**

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# Table of Contents

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## Taking Action

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## Message from the CAO

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### **It is my pleasure to present the 2023–2026 Capital Regional District (CRD) Corporate Plan.**

The Corporate Plan presents the work the CRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the region's most important needs and advance the Board's vision and priorities. The Board's goal of embracing cooperation, innovation, and bold leadership in service delivery is inspirational, and will contribute to a livable, sustainable and resilient region this term and beyond.

Together with our new organizational vision, which places an emphasis on our employees and connects the day-to-day work of our employees with our Board and the residents of the region, the CRD is well positioned to achieve the Corporate Plan's outcomes.

As a life-long resident, I know the capital region is an incredible place to call home. The region continues to grow at a remarkable rate and today, over 435,000 people across 13 municipalities and three electoral areas receive our services in one way or another, whether they live in the urban or rural parts of the region. CRD staff are acutely aware of this important responsibility and are committed to earning and maintaining the Board and residents' trust and confidence.

The focus of the Corporate Plan is on the needs of the communities we serve.

Some of the actions identified in our plan will be advanced by working closely with intergovernmental stakeholders and other partners. We will continue to collaborate and build relationships with First Nations governments and seek opportunities for government-to-government decision-making and service delivery.

It is clear to me that there are issues that will remain of critical importance over the coming years including increasing access to affordable housing, improving aspects of transportation in the region, and responding to climate change in a meaningful, sustainable way. Our efforts during the Board term will reflect this understanding.

Implementing the Corporate Plan is led by the Executive Leadership Team and will involve every CRD employee. Developing the Corporate Plan was an organization-wide exercise and I am grateful for our CRD workforce, who are committed to continuously seeking ways to improve performance.

This is an exciting time for our organization. I look forward to working with the Board, staff, partners and residents who I know share a common interest in making a difference in our communities. Together, we will make the capital region an even better place.

**Ted Robbins**

Chief Administrative Officer, Capital Regional District



## Executive Leadership Team

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The Executive Leadership Team (ELT) consists of the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Corporate Officer, and the General Managers (GMs), who are all Officers of the Corporation.

These Officers direct the departments and divisions across the Corporation and work collaboratively to:

- Consider strategic issues related to the organization
- Discuss solutions to organizational challenges
- Make decisions effectively on behalf of the organization and in the interests of the CRD Board
- Provide direction on corporate-wide policies, systems, projects, and initiatives
- Ensure our employees are supported and empowered to achieve organizational goals

The success of the organization is measured by how well the entire organization performs in effectively and efficiently delivering services to the residents of the region and in its' ability to advance Board and Corporate Priorities within an approved Board budget. It is a key responsibility of the ELT to ensure that the actions, directions, and policies of management are aligned to achieve these objectives and to strengthen our foundational core and ensure that we have an engaged workforce that is valued and supported.

---

### FROM LEFT TO RIGHT

**Ted Robbins**

Chief Administrative Officer

**Kristen Morley**

General Manager, Corporate Services, Corporate Officer

**Kevin Lorette**

General Manager, Planning & Protective Services

**Larisa Hutcheson**

General Manager, Parks & Environmental Services

**Nelson Chan**

General Manager, Finance & Technology, Chief Financial Officer

**Alicia Fraser**

General Manager, Integrated Water Services (*Starts summer 2023*)

**ELT Image - pending**

## About the CRD

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 435,000 citizens. The Traditional Territories of many First Nations span portions of the region and 11 of those Nations hold reserve lands throughout the capital region.

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

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models to ensure a livable, sustainable and resilient capital region. As a local government for electoral areas, the CRD develops partnerships to facilitate and deliver projects and services for residents living in unincorporated areas.

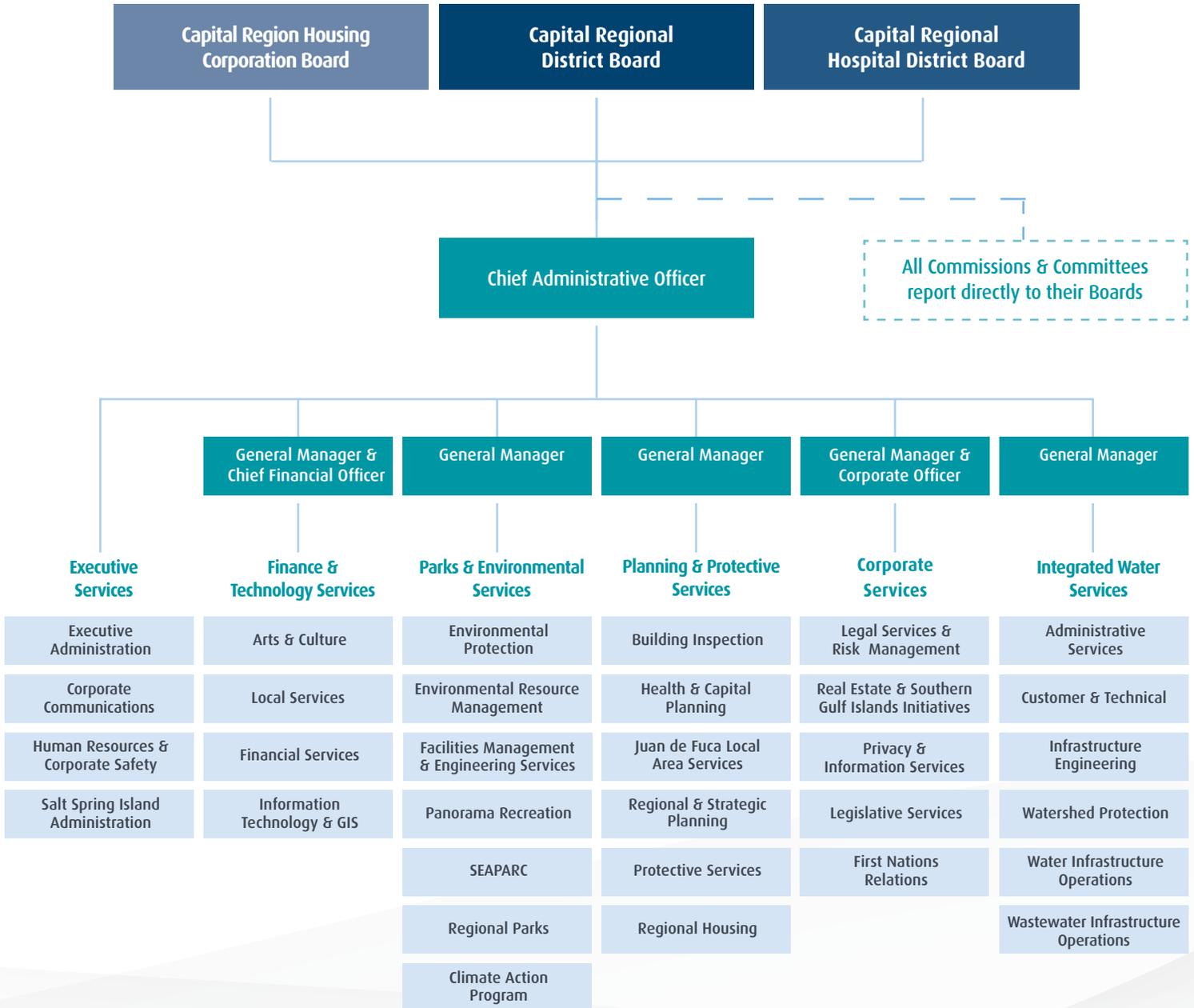
The CRD has more than 200 services, infrastructure and financing agreements with municipalities and electoral areas. CRD services are organized into the following categories:

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

The CRD works collaboratively with First Nations and other orders of governments and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services. The CRD owns and operates the Capital Region Housing Corporation, a non-profit provider of approximately 2,000 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment. The CRD follows a four-year service and financial planning process to ensure that resources are used efficiently and that services effectively meet the needs of residents, municipalities, electoral areas and First Nations.



# Organizational Structure



# Cultural Traits

Our cultural traits reflect what we value as an organization. They were developed through an employee-driven process and are the behaviours and mindset we strive to demonstrate and apply throughout our work, no matter our role at the CRD. We seek to integrate them into our processes and support systems so all employees can be empowered to demonstrate them in their daily activities.



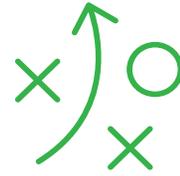
### SERVE THE CUSTOMER

- Understand the politics
- Focus on service
- Communicate effectively with stakeholders



### OWN THE OUTCOME

- See the big picture
- Be accountable for results
- Build confidence, increase trust, earn respect



### LEAD THE WAY

- Think strategically
- Foster innovation
- Pursue innovation and seek continuous improvement



### DEVELOP EMPLOYEE EXCELLENCE

- Model integrity
- Develop self
- Support professional growth



### WORK COLLABORATIVELY

- Build partnerships
- Develop others
- Work with a common purpose



### EMBRACE CHANGE

- Demonstrate courage
- Create a common vision for change and support change management
- Welcome ideas and perspectives

# Our Planning Framework



1

## BOARD PRIORITIES

The Board identifies strategic priorities and associated initiatives that require bold and innovative action over the course of its term.

2

## CORPORATE PLAN

The Corporate Plan sets out the organization's strategic goals and initiatives necessary to guide service delivery, financial planning and reporting over the Board's mandate.

3

## SERVICE PLANNING

In conjunction with financial planning, annual service planning identifies resource implications of initiatives detailed in the Corporate Plan.

4

## FINANCIAL PLANNING

In conjunction with service planning, annual financial planning identifies the financial impact of proposed services in preliminary and final budgets. The Board reviews service planning documents and budgets and determines funding.

5

## SERVICE DELIVERY

Once the Board approves service planning documents and budgets, the CRD delivers services and reports to Board, Committees and Commissions on progress towards desired outcomes and Board initiatives.

# Corporate Statements

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The following statements represent the key purpose, commitment and aspirations of the CRD. Our mission embodies our purpose. The Board and organizational vision statements link the Board's vision with how staff work to achieve the desired outcomes. Other key statements ground our work in important priorities and formally declare our commitment to our shared path forward.

## Mission

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

## Board Vision

The CRD embraces cooperation, innovation, and bold leadership in the delivery of services that contribute to a livable, sustainable, and resilient region. We are a region where all residents are included and have access to a quality of life that is fulfilling for them; and where there is a healthy environment for current and future generations.

## Organizational Vision

The CRD is a place where employees realize their potential and whose lives are improved every day through organizational connections and meaningful, fulfilling work.

## Declaration of Climate Emergency

In February 2019, the CRD Board joined many other local governments across the globe in declaring a climate emergency. Climate Action & Environment remains a top priority for this Board's term.

The CRD is working to reduce the organization's greenhouse gases, prepare for climate impacts and support climate action efforts across the region. In 2021, CRD staff completed a comprehensive, data-driven planning process to create a renewed Climate Action Strategy that provides clarity on the role the CRD can play as a leader in climate action over the next five years.

For more information, please visit:  
[www.crd.bc.ca/climate](http://www.crd.bc.ca/climate)

## Reconciliation

The CRD's boundaries span the traditional territories of many First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance. The CRD is part of a national movement towards Reconciliation with Canada's Indigenous peoples, informed by:

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

For the full Statement of Reconciliation, please visit:  
[www.crd.bc.ca/firstnations](http://www.crd.bc.ca/firstnations)

## Commitment to Equity, Diversity & Inclusion

At the CRD, we are committed to creating an inclusive workplace culture that celebrates the uniqueness of individuals – where differences are recognized, appreciated and responded to in ways that fully respect each person's background, lived experiences, talents and strengths.

We value equity, diversity, and inclusion and are committed to listening, learning and evolving on this journey to improve the sense of belonging for everyone at the CRD.



## Taking Action

Board Priorities, approved plans, Corporate Plan initiatives and established service mandates drive our work. Our corporate planning process references these drivers and they inform annual service and financial planning processes. This, in turn, informs Board resource allocations and sets the stage for actions that respond to Community Needs.

# 2023–2026 Board of Directors

---

## Message from the Board

As the 2023–2026 CRD Board of Directors, we are mayors and councillors in each municipality and elected representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify opportunities, risks and problems that need to be solved, and we work together as the CRD Board for the benefit of the region.

The continued growth of the region requires decisive and collaborative action to set the strategic course for the CRD over the next four years and beyond. As a Board, we are committed to embracing new opportunities and solving emerging challenges to support our communities. For our term, we have agreed to focus on five regional priority areas, and have reaffirmed our commitments, towards climate action and reconciliation with First Nations.

## Board Priorities and Initiatives

We carefully selected strategic priorities and associated initiatives that can be addressed within the CRD’s legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Through the CRD’s established service planning and budget processes, we will determine how best to fund our priorities and initiatives, with a focus on affordability and delivering value to taxpayers.



## Board of Directors

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



*(front row, left to right)*

- ▶ Peter **JONES**, North Saanich
- ▶ Doug **KOBAYASHI**, Colwood
- ▶ Colin **PLANT**, Saanich (*2023 Chair*)
- ▶ Gary **HOLMAN**, Salt Spring Island Electoral Area
- ▶ Marie-Térèse **LITTLE**, Metchosin
- ▶ Maja **TAIT**, Sooke

*(centre row, left to right)*

- ▶ Kevin **MURDOCH**, Oak Bay
- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Al **WICKHEIM**, Juan de Fuca Electoral Area
- ▶ Marianne **ALTO**, Victoria
- ▶ Susan **BRICE**, Saanich

- ▶ Judy **BROWNOFF**, Saanich
- ▶ Lillian **SZPAK**, Langford
- ▶ Chris **COLEMAN**, Victoria

*(back row, left to right)*

- ▶ Paul **BRENT**, Southern Gulf Islands Electoral Area
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Scott **GOODMANSON**, Langford
- ▶ Sid **TOBIAS**, View Royal
- ▶ Zac **DE VRIES**, Saanich
- ▶ Ryan **WINDSOR**, Central Saanich
- ▶ Dave **THOMPSON**, Victoria
- ▶ Dean **MURDOCK**, Saanich
- ▶ Jeremy **CARADONNA**, Victoria

# 2023–2026 Board Priorities

## Priority Setting

The CRD Board identifies the needs to be addressed and sets the strategic course for the CRD over a four-year mandate, from 2023–2026. The five Board Priorities, the desired outcomes and related initiatives are detailed in the following table (pages 12-13).

In addition to the Board Priorities, Board and ELT approved plans guide the CRD’s day-to-day operations. Staff monitor, review, and adjust approved plans to ensure they remain relevant in the face of community and organizational changes.

			
Priorities	Transportation	Housing	Climate Action & Environment
Desired Outcomes	<i>Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.</i>	<i>Residents have access to affordable housing that enhances livability.</i>	<i>Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.</i>
Initiatives	<ul style="list-style-type: none"> <li>➤ Improve regional connectivity and safety across transportation modes</li> <li>➤ Support investments, expansion and equitable access to active and low carbon transportation</li> <li>➤ Present options for changes in governance for transportation in the region, including the electoral areas</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase supply of affordable, inclusive and adequate housing in the region</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maximize solid waste diversion and resource recovery from waste materials</li> <li>➤ Explore options for a regional approach to biodiversity and the protection of ecological assets</li> <li>➤ Increase resilience, community and adaptation planning to address climate related risks and disasters</li> <li>➤ Support energy efficient and low carbon buildings across the region</li> </ul>



Priorities	First Nations	Governance
Desired Outcomes	<i>Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.</i>	<i>Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.</i>
Initiatives	<ul style="list-style-type: none"> <li>➤ Develop mechanisms to hear more from First Nations’ governments as to how they would like the CRD to approach reconciliation</li> <li>➤ Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination</li> <li>➤ Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</li> <li>➤ Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Influence regional issues and advocate in a consistent, focused way that aligns with the Board Priorities</li> <li>➤ Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses</li> <li>➤ Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies</li> <li>➤ Foster greater civic participation among diverse community members</li> <li>➤ Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation</li> </ul>

## Accountability & Reporting

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The Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region’s Community Needs, and deliver on the Board’s Mission, Vision and Priorities.

Sixteen Community Needs have been grouped into five categories according to the nature of the services. The categories are utility services, community services, corporate services, government relations and local government.

Each Community Need highlights the goals the organization is working towards, in alignment with approved strategies and plans and ongoing service mandates, and the initiatives that will advance the goals over the four-year term.

The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and set performance measures. Through the service and financial planning processes, staff will identify the most sustainable and affordable ways to deliver the Corporate Plan initiatives. Services cannot be delivered without resourcing. The Board determines resourcing through its annual review and approval of service and financial plans. To support the Board’s decision-making, staff provide recommendations on funding, timing and service levels. Staff are accountable to the Board on progress, which will be measured and reported twice a year.

Service areas responsible for infrastructure and assets are guided by a suite of capital plans and master plans. Abridged lists of major projects have been included in the Corporate Plan, where appropriate, as an acknowledgment of the significant volume of work delivering these plans represents.

The following section identifies the initiatives that each CRD division will deliver in the 2023–2026 term. The table captures actions to advance Board Priorities, corporate priorities, service priorities and approved plans.



## Lenses

Several Board Priorities relate to strengthening decision-making frameworks related to Reconciliation with First Nations, Equity, Diversity and Inclusion, and Climate Action. Labels have been included in the Corporate Plan to indicate initiatives that will play a pivotal role in advancing these lenses or that will be delivered in a manner that supports them. While the three lenses inform all work undertaken by staff, the labels draw attention to the most relevant initiatives in this context.

The Regional Growth Strategy (RGS) provides regional-scale policy direction for matters that cross jurisdictions. The CRD develops and maintains the document and, with local governments, shares in responsibility for implementation.

The RGS covers the breadth of regional service delivery, ranging from environment, infrastructure and climate action to housing, transportation and food systems. To support the continued implementation of the RGS, labels have also been added to initiatives that are significant to achieving the RGS objectives.

The tables on the following pages have a numerical and alphabetical coding system for easy reference. The icons listed below will help you navigate further:

-  Desired outcomes
-  Connected to Equity, Diversity & Inclusion
-  Connected to Climate Action
-  Connected to Regional Growth Strategy
-  Connected to First Nations Reconciliation

### Board Priority icons

-  Transportation
-  First Nations
-  Housing
-  Governance
-  Climate Action & Environment

For local services initiatives, please see Local Government Community Needs on pages 35–38.



## Community Needs

# Utility Services

Services that are essential to residents' needs and/or mandated by regulation.

- Wastewater
- Water
- Solid Waste & Recycling



Efficient and effective management of the region’s wastewater

Goal	CRD Initiatives	Accountable Division(s)
<b>1a Goal:</b> Optimize Core Area wastewater treatment system	<b>1a-1</b> Refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls	Wastewater Infrastructure Operations, Infrastructure Engineering
	<b>1a-2</b> Support other infrastructure projects that form part of the Core Area wastewater treatment system, including the Residuals Treatment Facility and conveyance system	Wastewater Infrastructure Operations, Infrastructure Engineering
<b>1b Goal:</b> Management of wastewater & treatment residuals	<b>1b-1</b> Implement a development cost charge program for the Core Area wastewater service	Infrastructure Engineering
	<b>1b-2</b> Deliver master plans, capital plans and operations for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies	Wastewater Infrastructure Operations, Infrastructure Engineering
	<b>1b-3</b> Update the Liquid Waste Management Plan for Saanich Peninsula and Core Area	Environmental Protection
	<b>1b-4</b> Develop and implement a long-term Biosolids Management Plan	Environmental Protection, Environmental Resource Management

✓ **Key Strategies & Plans**

- Core Area Liquid Waste Management Plan

↪ **Major Projects**

- East Coast Interceptor & Bowker Sewer Rehabilitation
- Craigflower Force Main Twinning
- Marigold Siphon Assessment & Replacement
- Marigold Electrical & Building Upgrades
- Odour Control Upgrade (Saanich Peninsula)

## 2 Water

 Safe drinking water and a resilient water supply

Goal	CRD Initiatives	Accountable Division(s)
<b>2a Goal:</b> High quality, safe drinking water	<b>2a-1</b> Update the Regional Water Supply Strategic Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Operations
	<b>2a-2</b> Implement the 2022-2050 Regional Water Supply Master Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Protection
	<b>2a-3</b> Review water rates in service agreements with First Nations	Water Infrastructure Operations
	<b>2a-4</b> Review and determine appropriate level of water subsidy used for agriculture	Water Infrastructure Operations
	<b>2a-5</b> Active forest/ecological management to enhance forest health and resilience in the Water Supply Areas	Watershed Protection
	<b>2a-6</b> Collect and analyze information for climate adaptation, reservoir management and the siting of new major infrastructure	Watershed Protection
	<b>2a-7</b> Implement a development cost charge program for the Regional Water Service	Infrastructure Engineering
<b>2b Goal:</b> Reliable & efficient drinking water transmission system	<b>2b-1</b> Enhance safety of aging dams in watersheds and mitigate against the risk of failures	Water Infrastructure Operations, Infrastructure Engineering
	<b>2b-2</b> Invest in and maintain capital assets, and undertake regulatory monitoring, to service current and future population and climate adaptation	Water Infrastructure Operations, Infrastructure Engineering

✓ **Key Strategies & Plans**

- Regional Water Supply Strategic Plan
- 2022-2050 Regional Water Supply Master Plan
- Regional Growth Strategy

↪ **Major Projects**

- Water Filtration Plant Siting & Design
- Deep Northern Intake & Sooke Lake Pump Station – Planning & Design
- Replacement of Segments of Main No.3 & No.4
- Replacement of Other Transmission Mains
- System Seismic Upgrades and Expansion (Saanich Peninsula)

### 3 Solid Waste & Recycling

 Minimize waste disposal and maximize waste diversion



Goal	CRD Initiatives	Accountable Division(s)
<b>3a Goal:</b> Maximize solid waste diversion & resource recovery from waste materials	<b>3a-1</b> Develop and implement new and enhanced waste diversion policies	Environmental Resource Management
	<b>3a-2</b> Investigate regional waste flow management	Environmental Resource Management
	<b>3a-3</b> Increase multi-family dwelling and industrial, commercial and institutional sector waste diversion	Environmental Resource Management
	<b>3a-4</b> Explore beneficial uses for solid waste residuals	Environmental Resource Management
	<b>3a-5</b> Financially sustainable service delivery	Environmental Resource Management
<b>3b Goal:</b> Outreach & engagement with communities	<b>3b-1</b> Ongoing engagement and outreach on all major policies and new diversion programs and plans	Environmental Resource Management

✓ **Key Strategies & Plans**

- Solid Waste Management Plan

↪ **Major Projects**

- Landfill Gas Utilization
- Cell 4 Liner Installation
- North End Commercial Access Improvements
- Cell 5&6 Gravity Retaining Wall Construction
- Intersections Upgrade
- Cell 5 Liner Construction



## Community Needs

# Community Services

Services that address the needs of residents and build a liveable, sustainable region.

- Transportation
- Climate Action
- Planning
- Arts & Recreation
- Housing & Health
- Regional Parks
- Safety & Emergency Management

## 4 Transportation

 Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability

Goal	CRD Initiatives	Accountable Division(s)
<b>4a Goal:</b> Present options for changes in governance for transportation in the region, including the electoral areas	<b>4a-1</b> Scope and develop governance options, including consideration of a new transportation authority	Regional & Strategic Planning
	<b>4a-2</b> Work collaboratively with elected and staff leaders in electoral areas, local governments, partner agencies and the province on transportation governance options development	Regional & Strategic Planning
	<b>4a-3</b> Chart a pathway to approval, based on a preferred transportation governance option	Regional & Strategic Planning
<b>4b Goal:</b> Improve regional connectivity & safety across transportation modes	<b>4b-1</b> Work with the Transportation Working Group to implement the regional multi-modal transportation network	Regional & Strategic Planning
	<b>4b-2</b> Prepare policy positions to support advocacy for infrastructure investments and service improvements to achieve regional transportation priority items related to mass transit, general transit improvements, active transportation and multi-modal and safe highways	Regional & Strategic Planning, Corporate Communications
	<b>4b-3</b> Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy	Regional & Strategic Planning
<b>4c Goal:</b> Support investments, expansion & equitable access to active and low carbon transportation	<b>4c-1</b> Update the Regional Trails Management Plan	Regional Parks
	<b>4c-2</b> Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects	Regional Parks
<b>4d Goal:</b> Education, encouragement & information	<b>4d-1</b> Shift travel behaviour through education, encouragement, and information	Regional & Strategic Planning

✓ **Key Strategies & Plans**

- Regional Transportation Plan
- Regional Growth Strategy
- Regional Parks and Trails Strategic Plan
- Regional Trails Management Plan
- Climate Action Strategy

↪ **Major Projects**

- Regional Parks Capital Plan

5

# Housing & Health



Residents have access to affordable housing and improved health facilities that enhances livability



Goal	CRD Initiatives	Accountable Division(s)
<b>5a Goal:</b> Increase the supply of affordable housing across the region	<b>5a-1</b> Increase supply of affordable, inclusive and adequate housing across the region	Regional Housing
	<b>5a-2</b> Pursue funding opportunities and matching funds to deliver more housing	Regional Housing
<b>5b Goal:</b> Protect & maintain non-market & market rental housing stock	<b>5b-1</b> Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	Regional Housing
	<b>5b-2</b> Protect existing market rental housing to preserve affordability	Regional Housing
<b>5c Goal:</b> Regional response to homelessness	<b>5c-1</b> Support a coordinated, regional and collaborative response to homelessness	Regional Housing
<b>5d Goal:</b> Better regional housing data to support evidence-based decision making & community understanding	<b>5d-1</b> Data collection and research analysis capacity dedicated to housing data	Regional Housing
<b>5e Goal:</b> Provide the local share of health capital infrastructure	<b>5e-1</b> Provide major and minor capital investment, equipment, land holdings, property management, and development	Health & Capital Planning Strategies
<b>5f Goal:</b> Support health through public health bylaws & education	<b>5f-1</b> Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Health & Capital Planning Strategies
<b>5g Goal:</b> Facilitate knowledge mobilization & partnerships to support community health & healthy public policy	<b>5g-1</b> Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Health & Capital Planning Strategies

✓ **Key Strategies & Plans**

- Regional Housing Affordability Strategy
- Regional Growth Strategy

↪ **Major Projects**

- CRHD 2023–2032 10-year Capital Plan
- CRHC 2023–2027 Major Capital Plan
- Regional Housing First Program
- Obligations under the Reaching Home and the Rapid Housing Initiative agreements with the Government of Canada
- Operational obligations of managing 50+ buildings

## 6 Climate Action

 Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts

Goal	CRD Initiatives	Accountable Division(s)
 <b>6a Goal:</b> Sustainable & resilient land use, planning and preparedness	<b>6a-1</b> Promote community capacity building on climate action	Climate Action Program
	<b>6a-2</b> Update the climate projections for the capital region to support decision making and to help community partners understand how their work may be affected by our changing climate	Climate Action Program
	<b>6a-3</b> Generate analysis to understand vulnerability and exposure to extreme heat now and into the future	Climate Action Program
	<b>6a-4</b> Explore options for a regional approach to biodiversity and the protection of ecological assets	Environmental Protection
 <b>6b Goal:</b> Low carbon mobility	<b>6b-1</b> Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options	Climate Action Program
	<b>6b-2</b> Advance the electrification of the CRD vehicle fleet	Customer & Technical Services
	<b>6b-3</b> Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action	Customer & Technical Services
 <b>6c Goal:</b> Low carbon & resilient buildings & infrastructure	<b>6c-1</b> Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region	Climate Action Program
	<b>6c-2</b> Implement the CRD Corporate Green Building Policy and CRD Corporate Carbon Price Policy	Climate Action Program, Facilities Management & Engineering Services
	<b>6c-3</b> Expand the Home Energy Navigator program	Climate Action Program
<b>6d Goal:</b> Community-based greenhouse gas emissions	<b>6d-1</b> Update the regional greenhouse gas inventories biannually to monitor progress on emissions reduction targets	Climate Action Program

✓ **Key Strategies & Plans**

- Climate Action Strategy
- Regional Growth Strategy

7

Regional Parks



Additional land acquisitions and increased access to parks and recreational trails that respect Indigenous culture and conservation values

Goal	CRD Initiatives	Accountable Division(s)
<b>7a Goal:</b> Complete the strategic planning & engagement process	<b>7a-1</b> Finalize the Regional Parks & Trails Strategic Plan	Regional Parks
<b>7b Goal:</b> Access & equity	<b>7b-1</b> Conduct research, develop and implement a Universal Access Plan to improve inclusion and accessibility in regional parks and trails	Regional Parks
<b>7c Goal:</b> Enhance the protection of biodiversity, ecological integrity & natural assets in regional parks	<b>7c-1</b> Conduct research and prepare and implement a Natural Areas Conservation Plan	Regional Parks
	<b>7c-2</b> Develop and implement Impact Assessment and Best Management Practice Guidelines	Regional Parks
<b>7d Goal:</b> Expand access to green space & outdoor recreation	<b>7d-1</b> Develop and implement an Outdoor Recreation Plan	Regional Parks
	<b>7d-2</b> Undertake the Resident Survey	Regional Parks
	<b>7d-3</b> Develop an Interpretive Program Plan	Regional Parks
<b>7e Goal:</b> Climate action & resilience	<b>7e-1</b> Plan for and implement bike parking and e-Bike, electric vehicle charging stations at high-use regional park accesses	Regional Parks
	<b>7e-2</b> Update Land Acquisition Strategy to incorporate criteria that reflects First Nations' interests	Regional Parks
<b>7f Goal:</b> Reconciliation	<b>7f-1</b> Work with First Nations to develop and implement priority initiatives related to regional parks and regional trails	Regional Parks
	<b>7f-2</b> Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks	Regional Parks

✓ Key Strategies & Plans

- > Regional Parks & Trails Strategic Plan
- > Regional Trails Management Plan
- > Regional Growth Strategy
- > Land Acquisition Strategy

↩ Major Projects

- > Regional Parks Capital Plan

# 8 Planning

 Keep approved plans current and monitor for effectiveness

Goal	CRD Initiatives	Accountable Division(s)
<b>8a Goal:</b> Managed growth	<b>8a-1</b> Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	Regional & Strategic Planning
	<b>8a-2</b> Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program	Regional & Strategic Planning
<b>8b Goal:</b> Protect & enhance local agriculture to support long-term food systems security	<b>8b-1</b> Consider establishment of a new foodlands access service	Regional & Strategic Planning
	<b>8b-2</b> Activate agricultural activities on priority parcels, as appropriate	Regional & Strategic Planning
	<b>8b-3</b> Building from the Regional Food and Agricultural Strategy, support partners to take action to bring land into agricultural production through research, development of policy positions and advocacy	Regional & Strategic Planning, Corporate Communications

✓ **Key Strategies & Plans**

- Regional Growth Strategy
- Regional Food & Agricultural Strategy (RFAS)



# 9 Safety & Emergency Management

 Protect public safety and cooperatively mitigate against, prepare for, respond to and recover from emergencies

Goal	CRD Initiatives	Accountable Division(s)
9a Goal: Effective emergency management	<b>9a-1</b> Support planning for regional-scale emergencies in cooperation with the Regional Emergency Management Program 	Protective Services
	<b>9a-2</b> Develop plans and implement actions consistent with regulatory requirements for local government and regional emergency management, including new <i>Emergency Management Act</i> requirements 	Protective Services
	<b>9a-3</b> Pursue accreditation for CRD emergency management program	Protective Services

✓ **Key Strategies & Plans**

- CRD Corporate Emergency Plan





Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

Goal	CRD Initiatives	Accountable Division(s)
<b>10a Goal:</b> Support, promote & celebrate the arts	<b>10a-1</b> Develop and implement a revised Arts & Culture Support Service Strategic Plan	Arts & Culture
<b>10b Goal:</b> Sustain & enhance arts throughout the region	<b>10b-1</b> Scale up regional participation in the CRD Arts & Culture Support Service	Arts & Culture
	<b>10b-2</b> Scale up regional support for performing art facilities within the region	Arts & Culture
<b>10c Goal:</b> Affordable recreation opportunities that improve livability	<b>10c-1</b> Consider service expansions to address gaps and opportunities, as they emerge	SEAPARC, Panorama Recreation, Regional Parks
	<b>10c-2</b> Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	SEAPARC, Panorama Recreation
	<b>10c-3</b> Develop and implement a long-term strategic plan for SEAPARC	SEAPARC
	<b>10c-4</b> Undertake a review of youth-focused programming at SEAPARC	SEAPARC

✓ **Key Strategies & Plans**

- CRD Arts & Culture Support Service Strategic Plan
- Panorama Strategic Plan
- SEAPARC Strategic Plan

↪ **Major Projects**

- Updates and renewals to McPherson Theatre and Royal Theatre
- Heat Recovery System at Panorama



## Community Needs

# Corporate Services

Services that support an effective and efficient organizational administration.

- People
- Open Government
- Business Systems & Processes

11 People

 An organization staff are proud to be a part of

Goal	CRD Initiatives	Accountable Division(s)
<b>11a Goal:</b> Equity, diversity & inclusion	<b>11a-1</b> Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee	Human Resources & Corporate Safety
	<b>11a-2</b> Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	Human Resources & Corporate Safety
	<b>11a-3</b> Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous-serving organizations	Human Resources & Corporate Safety, First Nations Relations
	<b>11a-4</b> Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses	Executive Leadership Team
<b>11b Goal:</b> Organizational capacity	<b>11b-1</b> Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety	Human Resources & Corporate Safety
	<b>11b-2</b> Maintain and enhance corporate compliance and alignment with workplace safety legislation	Human Resources & Corporate Safety
	<b>11b-3</b> Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities	Executive Leadership Team
	<b>11b-4</b> Implement the recommendations in the 2023 CRD Employee Survey report	Executive Leadership Team
	<b>11b-5</b> Continue supporting the CRD Leadership Development Program	Human Resources & Corporate Safety
	<b>11b-6</b> Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff	Human Resources & Corporate Safety

 Major Projects

- > Human Resource Information System
- > Digital Communication Tools
- > 479 Island Highway Renovations
- > Field Operations Centre Construction

## 12 Open Government

 Coordinated and collaborative governance, and leadership in organizational performance and service delivery

Goal	CRD Initiatives	Accountable Division(s)
<b>12a Goal:</b> Enhanced privacy & records management	<b>12a-1</b> Adhere to new and emerging requirements of privacy legislation in a consistent manner	Information & Privacy Services
	<b>12a-2</b> Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented	Information & Privacy Services
<b>12b Goal:</b> Foster greater civic participation among diverse community members	<b>12b-1</b> Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles	Corporate Communications
	<b>12b-2</b> Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	Corporate Communications
	<b>12b-3</b> Modernize the crd.bc.ca website	Corporate Communications
	<b>12b-4</b> Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement	Legislative Services
	<b>12b-5</b> Build capacity for elections and electoral approval processes to address increasing demand for new service creation	Legislative Services
	<b>12b-6</b> Implement a Board voting dashboard	Legislative Services

### Major Projects

-  Electronic Documents and Records Management System
-  Website Redesign

## 13 Business Systems & Processes



Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets

Goal	CRD Initiatives	Accountable Division(s)
<b>13a Goal:</b> Effective systems, processes & policies	<b>13a-1</b> Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services	Legal & Risk Management, Executive Leadership Team
	<b>13a-2</b> Advance the Technology Strategic Plan to guide the modernization of our systems and technology solutions	Information Technology & GIS
<b>13b Goal:</b> Business capacity & continuity	<b>13b-1</b> Continue implementing business continuity planning and the Enterprise Risk Management framework	Legal & Risk Management
	<b>13b-2</b> Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Financial Services
<b>13c Goal:</b> Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers	<b>13c-1</b> Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency	Financial Services
	<b>13c-2</b> Optimize Financial Services through enhanced internal controls and continuous improvement methodologies	Financial Services

### ✓ Key Strategies & Plans

- Corporate Asset Management Strategy (CAMS)

### ↪ Major Projects

- Corporate Enterprise Resource Planning Software
- Implementation of CAMS
- Project Management System



## Community Needs

# Government Relations

Activities that build and strengthen intergovernmental and interagency partnerships.

- Advocacy
- First Nations

14 Advocacy

 Effective and coordinated advocacy

Goal	CRD Initiatives	Accountable Division(s)
 <p><b>14a Goal:</b> Influence regional issues &amp; advocate in a consistent, focused way that aligns with the Board Priorities</p>	<p><b>14a-1</b> Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities</p>	<p>Executive Administration, Corporate Communications</p>

✓ **Key Strategies & Plans**

- Advocacy Strategy



15 First Nations

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

Goal	CRD Initiatives	Accountable Division(s)
 <b>15a Goal:</b> Government-to-Government relationships	<b>15a-1</b> Seek First Nations’ guidance on understanding, developing, and implementing new mechanisms to support ongoing government-to-government relations at the leadership and operational levels	First Nations Relations
	<b>15a-2</b> Collaborate with First Nations and the province to support inclusive governance by advancing First Nations participation in regional district boards	First Nations Relations
	<b>15a-3</b> Partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan	First Nations Relations
 <b>15b Goal:</b> Indigenous leadership & traditional knowledge	<b>15b-1</b> Offer ongoing learning opportunities for staff and Board Directors to build awareness and understanding of Indigenous perspectives, law, and systems of governance	First Nations Relations
	<b>15b-2</b> Seek out and invite opportunities for Indigenous leadership and knowledge to inform and transform approaches to taking care of land and water, across CRD service delivery areas	First Nations Relations, All Divisions
	<b>15b-3</b> Engage First Nations to collaboratively develop inclusive approaches to land acquisition that respects Indigenous rights and strengthens government-to-government relationships	First Nations Relations
 <b>15c Goal:</b> Shared prosperity	<b>15c-1</b> Increase the number of economic partnerships with First Nations, across CRD service delivery areas	First Nations Relations, All Divisions

✓ **Key Strategies & Plans**

- First Nations Task Force Final Report & Statement of Reconciliation
- CRD Statement of Reconciliation



Community Needs

# Local Government

Local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

16 Local Government

 Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
<b>16a Goal:</b> Climate Action & Environment	<b>16a-1</b> Explore options for an electoral area specific Climate Action service	Climate Action Program, All Electoral Area Administrations
	<b>16a-2</b> Explore opportunities to extend environmental protection programs and tools to the electoral areas	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	<b>16a-3</b> Develop a joint approach for water conservation education and resource management in the electoral areas *	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	<b>16a-4</b> Evaluate Juan de Fuca's rural water resources for development	Juan de Fuca Local Area Service
<b>16b Goal:</b> Community Parks & Recreation	<b>16b-1</b> Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	All Electoral Area Administrations
	<b>16b-2</b> Develop and/or update community parks management plans, as needed	All Electoral Area Administrations
	<b>16b-3</b> Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	Salt Spring Island Administration
	<b>16b-4</b> Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible *	Juan de Fuca Local Area Service
	<b>16b-5</b> Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	Juan de Fuca Local Area Service
<b>16c Goal:</b> Drinking Water	<b>16c-1</b> Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	All Electoral Area Administrations
<b>16d Goal:</b> Economic Development	<b>16d-1</b> Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities *	Southern Gulf Islands Administration, Salt Spring Island Administration

\* Initiative identified through strategic planning with Electoral Area Directors

16 Local Government (Cont'd)

 Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
<b>16e Goal:</b> Governance	<b>16e-3</b> Continue to review committees and commissions to find efficiencies and improve consistency	Legislative Services
	<b>16e-4</b> Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	Legislative Services
<b>16f Goal:</b> Planning	<b>16f-1</b> Implement the B.C. Energy Step Code requirements, as mandated by the provincial government 	Building Inspection
	<b>16f-2</b> Digitize historical building permits, property files and other building records	Building Inspection
	<b>16f-3</b> Continue to review Official Community Plans in Juan de Fuca Electoral Area 	Juan de Fuca Local Area Service
	<b>16f-4</b> Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area 	Juan de Fuca Local Area Service
<b>16g Goal:</b> Public safety & emergency response	<b>16g-1</b> Continue to implement wildfire resiliency activities 	Protective Services, All Electoral Area Administrations
	<b>16g-2</b> Enhance public notification processes for emergencies  *	Protective Services, Juan de Fuca Local Area Service
	<b>16g-3</b> Review and modernize fire and emergency management programs 	Protective Services

\* Initiative identified through strategic planning with Electoral Area Directors

16 Local Government (Cont'd)

 Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
<b>16h Goal:</b> Transportation	<b>16h-1</b> Develop and implement an Active Transportation Plan for the Ganges Village	Salt Spring Island Administration
	<b>16h-2</b> Advocate for transit service improvements, including seamless connections with ferry services	All Electoral Area Administrations
	<b>16h-3</b> Support rural transportation opportunities ❖	Salt Spring Island Administration, Southern Gulf Islands Administration
	<b>16h-4</b> Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering ❖	All Electoral Area Administrations
<b>16i Goal:</b> Wastewater	<b>16i-1</b> Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community ❖	All Electoral Area Administrations
	<b>16i-2</b> Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	Salt Spring Island Administration

❖ Initiative identified through strategic planning with Electoral Area Directors

✓ **Key Strategies & Plans**

- Southern Gulf Islands Housing Strategy
- Salt Spring Island Parks & Recreation Strategic plan
- Juan de Fuca Parks & Recreation Strategic Plan
- Connectivity Plan (Southern Gulf Islands)
- Salt Spring Island Pedestrian and Cycling Master Plan
- Southern Gulf Islands Active Transportation Plan
- Salt Spring Island Active Transportation Plan

↪ **Major Projects**

- Magic Lake Sewer and Water
- Mayne Island Regional Trail
- Centennial Park Plaza Upgrade
- Ganges Harbour Walk Design
- Parks and facilities maintenance and design
- Feasibility and Design Studies Funded through Juan de Fuca Planning Capital Plan
- Facility Improvements Funded through Juan de Fuca Parks Capital Plan
- Various Water and Wastewater Infrastructure Maintenance and Improvement Projects

## Next Steps

Maintaining focus on the Board Vision of embracing cooperation, innovation and bold leadership in the delivery of services that contribute to a livable, sustainable and resilient region is key to our continued success.

### Moving Forward

Our Corporate Plan is the roadmap we will use on our day-to-day mission to serve the public good and build a region where all residents are included and have access to a quality of life that is fulfilling to them and where there is a healthy environment for current and future generations. We will achieve this through an effective, efficient and transparent organization.

### Timelines

Annual timelines on our way to completing the 2023–2026 Corporate Plan include:

- **Q2:** ELT reports progress to Board and evaluates necessary organizational and resource requirements to implement Corporate Plan
- **Q2-Q3:** ELT and staff conduct service and financial planning
- **Q3:** ELT reviews service plans and budget
- **Q4:** Board reviews preliminary budget

### Reporting

Through regular reporting at Committee, Commission and Board meetings, quarterly reporting of the performance dashboards and annual year-end reporting, we will track and assess what has worked well and what can be improved. This critical information helps us adjust to stay on course. To see these reports, please go to: [www.crd.bc.ca/reporting](http://www.crd.bc.ca/reporting).





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[CRD.BC.CA](http://CRD.BC.CA)



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## REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**     **Growing Communities Fund**

### **ISSUE SUMMARY**

This report summarizes the Growing Communities Fund (GCF) and provides recommendations on the allocation of the GCF grant received by the Capital Regional District (CRD).

### **BACKGROUND**

On February 10, 2023, the province announced the \$1 billion GCF, a one-time direct transfer grant to all Regional Districts and Municipalities. Eighty-five percent of the \$1 billion fund was allocated to Municipalities and the remaining fifteen percent was allocated to Regional Districts. Appendix A includes two letters received from the Ministry of Municipal Affairs detailing the GCF program, funding allocation, eligible expenses and reporting requirements. As documented in the program description, the purpose of the GCF is for *local governments to prioritize infrastructure projects and amenities that will enable service expansion and accommodate community growth.*

This staff report details CRD's funding allocation and lists GCF grants received by local governments across the province (Appendix B). The CRD's conditional funding of \$11.56 million was received on March 23, 2023.

### **Eligible Expenses**

Eligible expenses are detailed in Appendix C. In summary, they include capital costs for infrastructure to assist with growth and development of communities. Eligible projects may include recreational facilities, water treatment plants, parks, affordable housing and others. The funding is not intended to support ongoing or operational activities but to support incremental expenses for current planned capital projects, early-design and development works.

### **Program Requirements**

All GCF funding must be allocated to regional district services by December 31, 2023 and fully expended within five years of receipt. The funds cannot be applied to projects completed prior to March 31, 2023. The program does not allow GCF funding to be used as an applicant contribution for approved external grant projects where cost-sharing is required.

As a condition of the funding, the CRD will be required to report annually on fund status until fully expended through a schedule within the annual audited financial statements. In addition to annual reporting, the CRD is required to recognize projects in collaboration with the province including temporary and permanent signage. The program encourages highlighting projects that align with provincial priorities.

### Provincial Funding Allocation Formulae for Local Governments

The Ministry of Municipal Affairs calculated the grant to each local government using data sourced from BC Population estimates (as of January 27, 2023).

Different granting formulas were used for Municipalities and Regional Districts. The grant formula for Municipalities is centered on an adjusted population method with three variables where Regional Districts were based on four variables, as summarized below:

Regional Districts	Municipalities
<ul style="list-style-type: none"> <li>Flat funding amount of \$500,000.</li> </ul>	<ul style="list-style-type: none"> <li>Flat funding amount of \$500,000.</li> </ul>
<ul style="list-style-type: none"> <li>Total population amount of \$17 per capita rate for the entire CRD population.</li> </ul>	<ul style="list-style-type: none"> <li>Sliding adjusted population amount of \$365 per capita rate.</li> </ul>
<ul style="list-style-type: none"> <li>Rural population amount of \$30 per capita rate for CRD's rural population.</li> </ul>	
<ul style="list-style-type: none"> <li>Rural population growth amount of \$1,000 per capita rate for population growth in rural areas between 2016 and 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Population growth amount of \$1,000 per capita rate for total population growth between 2016 and 2021.</li> </ul>

Table 1 summarizes the CRD's grant funding allocation using the variables summarized above.

**Table 1: CRD Grant Funding Calculation per Provincial Formulae**

Basis of Formula	Population (2021) <sup>1</sup>	Per Capita Rate	Funding Formula	2016-2021 UA Pop. Increase*1000	Grant
Flat Rate					500,000
Regional District <sup>2</sup>	432,062	17	7,345,270		7,345,270
Unincorporated Areas <sup>3</sup>	29,191	30	875,730	2,838,000	3,713,730
<b>Total</b>					<b>11,559,000</b>

<sup>1</sup> At the publishing deadline for this report, 2021 source population data has not been verified with the available BC Population estimates.

<sup>2</sup> Regional District population includes both regional and rural populations.

<sup>3</sup> Unincorporated areas include JDF, SSI, SGI and First Nations Reserves.

### ALTERNATIVES

#### *Alternative 1*

1. That staff plan to use the total \$11.56 million CRD GCF in alignment with the Provincial program guidelines to address regional infrastructure priorities.
2. That staff bring back recommendations on prioritized regional infrastructure projects in alignment with program eligibility.

*Alternative 2*

That the GCF report be referred back to staff with specific amendments.

**IMPLICATIONS**

*Financial Implications*

The GCF grant is conditional based on recipients adhering to program requirements including reporting, eligible expenses and time constraints. The ministry may reclaim funds that do not align with the terms and conditions of the GCF program.

As noted in the Frequently Asked Questions (Appendix D) under Allocation of Funds, the GCF grant is *not to be reallocated to Electoral Areas*, rather, *is intended to assist the board in addressing regional priorities for actual infrastructure and other eligible costs*.

The Board is required to approve a financial plan amendment before the end of 2023 where GCF monies will be allocated to regional services and eligible projects.

*Service Delivery Implications*

The assessment and prioritization of project funding requests is historically administered by external grantor program staff. By transferring funds directly to the CRD, program administration including evaluation of project applications becomes the responsibility of CRD staff, impacting resource allocation and capacity.

Immediately, staff will need to develop and design an internal intake process with guidelines, assessment and prioritization tools to support decision making for GCF grant allocation to services and projects. As 2023 service plans have been developed and approved this would impact workplans in grant administration and other divisions.

**CONCLUSION**

The GCF will provide funding to local governments to accommodate growth and service expansion. Grants were provided to the CRD using the Regional District formula developed by the Province. As a recipient, the CRD is required to meet program requirements including reporting, communication protocols and allocate the funds to services by December 31, 2023, fully spending the GCF within five years.

**RECOMMENDATION**

1. That staff plan to use the total \$11.56 million CRD GCF in alignment with the Provincial program guidelines to address regional infrastructure priorities.
2. That staff bring back recommendations on prioritized regional infrastructure projects in alignment with program eligibility.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Ministry of Municipal Affairs – Growing Communities Fund 2023 Letters
- Appendix B: Allocation Summary of Growing Communities Fund Grants to Local Governments
- Appendix C: Summary of Eligibility Criteria
- Appendix D: Frequently Asked Questions – Regional Districts



March 16, 2023

Ref: 271994

Colin Plant, Chair  
Capital Regional District  
PO Box 1000  
Victoria BC V8W 2S6

Dear Chair Plant:

The population of B.C. has increased consistently over the past decade and is projected to keep growing in the next 10 years. The provincial government understands the need to facilitate greater housing supply for our growing population. The province will support local governments in addressing the multiple funding and financing constraints to aid in the construction of infrastructure and amenities for all B.C. communities. Local governments' investment in core community infrastructure and amenities increases the amount of land that is ready to be developed to a higher density.

The Government of B.C. has invested considerable resources in infrastructure and amenities in the past 10 years and has strategically leveraged federal funding to that effect. More than \$1.6 billion in federal and provincial funding have been invested in our communities since 2018 through the Investing in Canada Infrastructure Program. However, as there is still more to be done for infrastructure and amenities, the provincial government is pleased to provide the Growing Communities Fund (GCF) for local governments province-wide.

As a one-time grant, the GCF will provide up to \$1 billion through direct grants to local governments to support all B.C. communities, with a focus on those communities that need to increase the pace and scale of housing supply. The principal objective of the GCF is to increase the local housing supply with investments in community infrastructure and amenities. Regional Districts are encouraged to work closely with adjacent local First Nations, in recognition of the *Declaration on the Rights of Indigenous Peoples Act*, as this collaboration strengthens our communities and regions.

The funding provided through the GCF should be limited to one-off costs needed to build required infrastructure and amenities rather than funding ongoing or operational activities. These funds are to be incremental to currently planned investments and should accelerate the delivery of capital projects.

Eligible costs are as follows:

- Public drinking water supply, treatment facilities and water distribution;
- Local portion of affordable/attainable housing developments;

.../2

- Childcare facilities;
- Municipal or regional capital projects that service, directly or indirectly, neighbouring First Nation communities;
- Wastewater conveyance and treatment facilities;
- Stormwater management;
- Solid waste management infrastructure;
- Public safety/emergency management equipment and facilities not funded by senior level government;
- Local road improvements and upgrades;
- Sidewalks, curbing and lighting;
- Active transportation amenities not funded by existing provincial programs;
- Improvements that facilitate transit service;
- Natural hazard mitigation;
- Park additions/maintenance/upgrades including washrooms/meeting space and other amenities; and
- Recreation-related amenities.

Further to the above note capital costs, one-off costs can include:

- Costs of feasibility studies (including infrastructure capacity assessment); other early-stage development work; costs of designing, tendering and acquiring land (where it is wholly required for eligible infrastructure projects); constructing eligible infrastructure projects; and, in limited situations, non-capital administrative costs where these are necessary, for example adding staff capacity related to development or to establish complementary financing for local government owned infrastructure or amenities.

I am pleased to advise you that Capital Regional District is the recipient of a \$11,559,000 grant under the Growing Communities Fund. This amount will be directly transferred to your local government by March 31, 2023.

Under part 7 of the Local Government Grants Regulations, the amount of the grant to each local government is set by the Minister of Municipal Affairs. The determination of this amount was based on a formula that applies to all regional districts.

This formula is based on four components: a flat funding amount, a “total population” amount, a “rural population” amount and a “rural population growth” amount. The flat amount is \$500,000. The “total population” amount is \$17 per capita in the entire regional district. The “rural population” amount is \$30 per capita in the rural areas of the regional district.

This approach recognizes that servicing rural residents (unincorporated areas) is generally more expensive on a per capita basis than residents from urban (incorporated areas) due to economies of scale. The “rural population growth” amount is \$1,000 per capita population growth in the rural areas between 2016 and 2021.

As a condition of this funding, the grant must be allocated to an appropriate regional district service by the end of this calendar year. To ensure full transparency regarding the use of funds, your local government will be required to annually report on how it spends this grant. This will be part of the annual financial reporting required under section 377 (1)(a) of the *Local Government Act*. Your local government will provide a schedule to the audited financial statements respecting the amount of funding received, the use of those funds and the year-end balance of unused funds. Your local government must continue to annually report on the use of grant money until the funds are fully drawn down.

Further to the financial reporting, an annual report that identifies work-related Housing Needs Reports and pre-zoning requirements, as applicable, is required. The province also encourages highlighting projects that align with provincial priorities such as CleanBC and childcare; as well as those that align with the province’s Environmental, Social and Governance framework for capital projects.

Finally, requirements will include parameters for public recognition of the funding related to projects. The province must be consulted prior to any proactive media events or news releases related to the project. Funded projects must also acknowledge the province’s contribution through temporary and permanent on-site signage. The provincial government anticipates that the funds will be expended within approximately five years of receipt.

If you have any questions or comments regarding this letter, please feel free to contact the Local Government Infrastructure and Finance Branch by email at: [L GIF@gov.bc.ca](mailto:L GIF@gov.bc.ca). Further information on the program will be available on the following webpage: <https://www2.gov.bc.ca/gov/content/governments/local-governments/grants-transfers/grants/bc-s-growing-communities-fund>.

The province welcomes this opportunity to support the growth of the supply of housing throughout British Columbia. We believe that that this funding will contribute to the capacity of B.C. local governments to provide critical services as our province and economy grows.

Sincerely,



Anne Kang  
Minister

pc: Ted Robbins, Chief Administrative Officer, Capital Regional District  
Nelson Chan, Chief Financial Officer, Capital Regional District

**Attachment with Example Calculation for a Regional District with 65,000 People, 30,000 in Rural Areas**

If the Regional District rural population (unincorporated areas) grew by 2,000 people between 2016-2021, the total grant amount is calculated as follows:

<b>Component</b>	<b>Calculation</b>	<b>Result</b>
Flat Funding	500,000	\$500,000
Total Population	= 65,000 x 17	\$1,105,000
Rural Population	= 30,000 x 30	\$900,000
Rural Population Growth	= 2,000 x 1,000	\$2,000,000
Total Grant		\$4,505,000



February 10, 2023

Ref: 272022

Dear Mayors and Regional Chairs:

I am pleased to let you know of the significant investment our government has made to support all our municipalities and regional districts around the province. This is in direct response to my mandate letter to support growing municipalities and regional districts with funding for infrastructure and community amenities.

Today Premier David Eby and I announced the [B.C. building stronger communities with \\$1-billion Growing Communities Fund | BC Gov News](#). The fund will provide a one-time total of \$1 billion in direct grants to all 188 of B.C.'s municipalities and regional districts. Your local government can use it to address your community's unique infrastructure and amenities demands, such as recreation facilities, parks and water treatment plants, as well as other community infrastructure. It will help communities prepare for future growth and build the amenities needed to support new home construction, especially with the *Housing Supply Act* where targets are set.

These grants will complement existing infrastructure funding programs for projects such as sewer, water and recreation facilities. The province will distribute them to B.C.'s 188 municipalities and regional districts by the end of March 2023. The Growing Communities Fund arises from the surplus shown in the Second Quarter Financial Report. The province is putting this year's surplus to work for people to support them now and for the long term.

The province has heard from local governments about the need for infrastructure and amenities to support their growth. Infrastructure funding programs are routinely significantly oversubscribed. For example, there were six times more requests for funding through the "Investing in Canada Infrastructure Program Community Culture and Recreation" stream than what was available. This one-time fund also supports priorities identified by the Union of British Columbia Municipalities (UBCM).

The Ministry will issue a direction letter to each local government in March 2023 including further details on this one-time direct grant. This will include information on the formula used to allocate the funds, the amount your local government will be receiving and the province's expectations for the use and reporting of the funds.

As this is a direct grant from the province to each municipality and regional district in B.C., your local government will not have to apply for the funds. Your council or board will be required to make decisions on the use of the funds in compliance with this second letter coming in March 2023. Projects that support neighboring First Nations communities are strongly encouraged.

.../2

I trust you will join me in acknowledging the importance and value that this fund will have to focus on building a secure, low emission, sustainable economy and a province where everyone can find a good home – whether you live in a rural area, a city, or in an Indigenous community. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

I look forward to connecting with you again soon in person or virtually as I continue to tour and meet with local elected officials. In the interim, any questions can be directed to myself at:

[Minister.MUNI@gov.bc.ca](mailto:Minister.MUNI@gov.bc.ca). Staff are available at: [LGIF.Infra@gov.bc.ca](mailto:LGIF.Infra@gov.bc.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Anne Kang', written in a cursive style.

Anne Kang  
Minister  
Ministry of Municipal Affairs

pc:       The Honourable David Eby, Premier  
          The Honourable Katrine Conroy, Minister of Finance  
          Chief Administrative Officers  
          Okenge Yuma Morisho, Deputy Minister, Municipal Affairs  
          Jen Ford, President UBCM  
          Gary Maclsaac, Executive Director, UBCM



### Growing Communities Fund grants to local government

The Growing Communities Fund helps local governments prioritize local infrastructure and amenities projects, including supporting affordable housing, upgrading water management facilities and building recreation centres. Local governments are responsible for determining how the grants will be allocated based on the unique needs of their communities.

Municipalities	Grant (\$)
Abbotsford	27,420,000
Alert Bay	658,000
Anmore	1,730,000
Armstrong	2,450,000
Ashcroft	1,076,000
Barriere	1,316,000
Belcarra	759,000
Bowen Island	2,287,000
Burnaby	28,784,000
Burns Lake	1,208,000
Cache Creek	958,000
Campbell River	8,587,000
Canal Flats	817,000
Castlegar	3,094,000
Central Saanich	5,501,000
Chase	1,547,000
Chetwynd	1,464,000
Chilliwack	16,392,000
Clearwater	1,521,000
Clinton	718,000
Coldstream	4,148,000
Colwood	6,642,000
Comox	4,693,000
Coquitlam	18,635,000
Courtenay	7,655,000
Cranbrook	5,571,000
Creston	2,350,000
Cumberland	2,777,000
Daajing Giids	863,000
Dawson Creek	3,942,000
Delta	16,060,000
Duncan	2,135,000
Elkford	1,581,000
Enderby	1,707,000
Esquimalt	4,710,000
Fernie	2,626,000
Fort St. James	1,476,000

<b>Municipalities</b>	<b>Grant (\$)</b>
Fort St. John	5,724,000
Fraser Lake	850,000
Fruitvale	1,278,000
Gibsons	2,314,000
Gold River	969,000
Golden	2,159,000
Grand Forks	1,981,000
Granisle	616,000
Greenwood	767,000
Harrison Hot Springs	1,256,000
Hazelton	634,000
Highlands	1,661,000
Hope	2,874,000
Houston	1,759,000
Hudson's Hope	905,000
Invermere	2,032,000
Kamloops	15,692,000
Kaslo	919,000
Kelowna	26,228,000
Kent	2,742,000
Keremeos	1,446,000
Kimberley	3,414,000
Kitimat	2,968,000
Ladysmith	3,406,000
Lake Country	6,778,000
Lake Cowichan	1,936,000
Langford	16,464,000
Langley, City	7,186,000
Langley, District	24,306,000
Lantzville	1,910,000
Lillooet	1,282,000
Lions Bay	988,000
Logan Lake	1,538,000
Lumby	1,378,000
Lytton	619,000
Mackenzie	1,723,000
Maple Ridge	16,586,000
Masset	764,000
McBride	780,000
Merritt	2,891,000
Metchosin	2,438,000
Midway	763,000
Mission	8,839,000

<b>Municipalities</b>	<b>Grant (\$)</b>
Montrose	903,000
Nakusp	1,161,000
Nanaimo	16,088,000
Nelson	4,151,000
New Denver	704,000
New Hazelton	748,000
New Westminster	15,850,000
North Cowichan	7,686,000
North Saanich	4,459,000
North Vancouver, City	10,986,000
North Vancouver, District	10,254,000
Northern Rockies - REGM	1,920,000
Oak Bay	4,773,000
Oliver	2,769,000
One Hundred Mile House	1,265,000
Osoyoos	2,556,000
Parksville	4,789,000
Peachland	2,766,000
Pemberton	2,002,000
Penticton	7,177,000
Pitt Meadows	5,370,000
Port Alberni	5,269,000
Port Alice	783,000
Port Clements	600,000
Port Coquitlam	9,462,000
Port Edward	669,000
Port Hardy	1,971,000
Port McNeill	1,370,000
Port Moody	6,734,000
Pouce Coupe	819,000
Powell River	4,218,000
Prince George	12,498,000
Prince Rupert	4,068,000
Princeton	1,936,000
Qualicum Beach	3,346,000
Quesnel	3,217,000
Radium Hot Springs	900,000
Revelstoke	3,331,000
Richmond	20,354,000
Rossland	2,154,000

<b>Municipalities</b>	<b>Grant (\$)</b>
Saanich	14,634,000
Salmo	1,130,000
Salmon Arm	6,089,000
Sayward	622,000
Sechelt	3,759,000
Sechelt Indian Government	783,000
Sicamous	1,731,000
Sidney	3,820,000
Silverton	585,000
Slocan	624,000
Smithers	2,320,000
Sooke	5,939,000
Spallumcheen	2,398,000
Sparwood	2,025,000
Squamish	6,285,000
Stewart	673,000
Summerland	4,533,000
Sun Peaks	1,151,000
Surrey	89,928,000
Tahsis	650,000
Taylor	1,095,000
Telkwa	1,159,000
Terrace	4,633,000
Tofino	1,946,000
Trail	2,979,000
Tumbler Ridge	1,530,000
Ucluelet	1,489,000
Valemount	954,000
Vancouver	49,119,000
Vanderhoof	2,083,000
Vernon	9,575,000
Victoria	12,852,000
View Royal	4,665,000
Warfield	1,193,000
Wells	588,000
West Kelowna	10,212,000
West Vancouver	8,000,000
Whistler	4,962,000
White Rock	5,711,000
Williams Lake	3,728,000
Zeballos	553,000

<b>Regional Districts</b>	<b>Grant (\$)</b>
Alberni-Clayoquot	1,833,000
Bulkley-Nechako	1,764,000
Capital	11,559,000
Cariboo	3,947,000
Central Coast	830,000
Central Kootenay	4,025,000
Central Okanagan	6,950,000
Columbia Shuswap	3,796,000
Comox Valley	4,497,000
Cowichan Valley	5,649,000
East Kootenay	3,667,000
Fraser Valley	8,801,000
Fraser-Fort George	3,531,000
Kitimat-Stikine	2,064,000
Kootenay Boundary	1,774,000
Metro Vancouver	50,780,000
Mount Waddington	1,029,000
Nanaimo	7,929,000
North Coast	1,162,000
North Okanagan	3,953,000
Okanagan-Similkameen	4,483,000
Peace River	2,383,000
Qathet	1,367,000
Squamish-Lillooet	1,525,000
Strathcona	2,638,000
Sunshine Coast	2,221,000
Thompson-Nicola	5,441,000

## Appendix C Summary of Eligibility Criteria<sup>1</sup>

Infrastructure Capital Costs	Design/Study/Land Costs	Non-Capital Costs
<p><b><u>Eligible Capital Costs:</u></b></p> <ul style="list-style-type: none"> <li>• Funding to support regional district capital projects, including funding for multiyear projects already in progress that address infrastructure needs in the community to support future growth. Projects cannot be completed prior to March 31, 2023.</li> <li>• Funding for regional district capital projects that service, directly or indirectly, neighbouring First Nation communities.</li> <li>• Costs for constructing eligible infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility studies (including infrastructure capacity assessment).</li> <li>• Other early-stage development work.</li> <li>• Costs of designing, tendering, and acquiring land (where wholly required for infrastructure projects).</li> </ul>	<p>Non-capital administrative costs are eligible in limited situations but could include:</p> <ul style="list-style-type: none"> <li>• Adding staff capacity related to development.</li> <li>• Establishment of complementary financing for local government owned infrastructure or amenities.</li> </ul> <p>Non-capital ongoing and operational costs are ineligible.</p>
<p><b><u>Affordable Housing</u></b></p> <ul style="list-style-type: none"> <li>• Local portion of affordable/attainable housing developments.</li> <li>• Amenities needed to support new home construction.</li> <li>• Development finance portions of infrastructure costs that support affordable/attainable housing. These may include DCCs or subdivision servicing charges payable or similar costs.</li> </ul>		
<p><b><u>Parks and Recreation</u></b></p> <ul style="list-style-type: none"> <li>• Park additions, maintenance, and upgrades including washrooms, meeting space and other amenities.</li> <li>• Recreation-related amenities.</li> <li>• Childcare facilities.</li> </ul>		
<p><b><u>Transportation</u></b></p> <ul style="list-style-type: none"> <li>• Local road improvements and upgrades.</li> <li>• Sidewalks, curbing and lighting.</li> <li>• Active transportation amenities NOT funded by senior level government.</li> <li>• Improvements that facilitate transit service.</li> </ul>		
<p><b><u>Water and Waste</u></b></p> <ul style="list-style-type: none"> <li>• Public drinking water supply, treatment facilities and water distribution.</li> <li>• Wastewater conveyance and treatment facilities.</li> <li>• Storm water management.</li> <li>• Solid waste management.</li> </ul>		
<p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>• Expenditures on natural assets provided the natural asset is part of providing one of the eligible services.</li> <li>• Natural hazard mitigation.</li> <li>• Public safety/emergency management equipment and facilities NOT funded by senior level government.</li> </ul>		

<sup>1</sup>This is a summary of eligibility from the Growing Communities Fund Ministry letters and Frequently Asked Questions. Projects will be subject to an assessment process, including further confirmation from the province as needed for eligibility.



<b>GROWING COMMUNITY FUND (GCF) Frequently Asked Questions (FAQ's) - Regional Districts</b>	
<b>Program Description</b>	
<b>Question</b>	<b>Answer</b>
What is the purpose of the Growing Community Fund for local governments?	The GCF will provide a one-time grant to all 188 of B.C.'s municipalities and regional districts, which they can use to address their community's unique infrastructure and amenity demands.
What is the formula-based model used to allocate funding?	For all regional districts, allocations are the sum of: <ul style="list-style-type: none"> <li>• A flat funding amount of \$500,000;</li> <li>• A funding amount based on the regional districts <u>overall</u> population;</li> <li>• A funding amount based on the regional district's <u>rural</u> population; and</li> <li>• A funding amount based on the growth of the regional district's <u>rural</u> population between 2016-2021.</li> </ul> See more detail in the Appendix.
Why is there additional funding for residents in rural (unincorporated) areas?	The additional funding recognizes that rural regions face a particular challenge in the form of relatively high costs of service delivery due to a number of factors: <ul style="list-style-type: none"> <li>• Lower density population</li> <li>• Larger distances that have to be travel by service users and providers</li> <li>• Small number of people in any location that preclude economies of scale.</li> </ul>
Why is growth of residents in the unincorporated areas used as one of the measures?	The growth within municipalities is already captured within the municipal grant allocations. The growth of the population in rural (unincorporated areas) is required to capture all areas of population growth within the province.
What is the source of the population data?	The source of the population data is from the BC population estimates (as of January 27, 2023).  BC Stats population estimates are based on the Census, they also incorporate other information including provincial health records and tax records from CRA, and accordingly they have historically, on average, been higher than the Census baseline. Be cause of these reasons the



	federal and provincial governments have viewed population estimates as the more accurate of the two (e.g., population estimates are used to determine provincial health transfers from the federal government).
<b>Use of Funds</b>	
<b>Question</b>	<b>Answer</b>
What are the eligible use of funds?	<p>Eligible infrastructure projects are as follows:</p> <ul style="list-style-type: none"> <li>• Public drinking water supply, treatment facilities and water distribution;</li> <li>• Development finance portions of infrastructure costs that support affordable/attainable housing. These may include DCCs or subdivision servicing charges payable or similar costs.</li> <li>• Childcare facilities;</li> <li>• Municipal or regional capital projects that service, directly or indirectly, neighbouring First Nation communities,</li> <li>• Wastewater conveyance and treatment facilities;</li> <li>• Storm water management;</li> <li>• Solid waste management infrastructure;</li> <li>• Public safety/emergency management equipment and facilities not funded by senior level government;</li> <li>• Local road improvements and upgrades;</li> <li>• Sidewalks, curbing and lighting;</li> <li>• Active transportation amenities not funded by senior level government;</li> <li>• Improvements that facilitate transit service</li> <li>• Natural hazard mitigation;</li> <li>• Park additions/maintenance/upgrades including washrooms/meeting space and other amenities; and</li> <li>• Recreation related amenities.</li> </ul>
Can the funds only be used for costs other than capital?	Yes. Other eligible one-off costs include: costs of feasibility studies (including infrastructure capacity assessment); other early-stage development work; costs of designing, tendering, and acquiring land (where it is wholly required



	for eligible infrastructure projects); constructing eligible infrastructure projects; and in limited situations, non-capital administrative costs where these are necessary, for example adding staff capacity related to development or to establish complementary financing for local government owned infrastructure or amenities
Are expenditures on natural assets eligible?	Yes, provided the natural asset is providing, or part of providing, one of the services described in the eligible categories above.
Will receipt of the GCF affect our eligibility for other infrastructure grant programs?	No. The GCF will not affect decisions on eligibility for infrastructure grant funding. For local governments with approved projects the GCF funding cannot be used as their match as an incremental spend is required. The GCF could be used to offset cost overruns that exceed the grant amount and the local share
Can local governments provide contributions to third parties from GCF?	No, with the exceptions of: <ul style="list-style-type: none"> <li>• municipal contributions to housing projects and infrastructure owned by a regional district when the municipality is a participant in that service.</li> <li>• First Nations infrastructure when it is a shared service or there is a service relationship.</li> </ul>
Can we claim staff time on projects?	Permitted in limited situations. Specifically for non-capital administrative costs where these are necessary, for example adding staff capacity related to development or to establish complementary financing for local government owned infrastructure or amenities
Can a local government use GCF funding for multi-year project that has already started?	Yes. The GCF can be used for any capital project that has not yet been completed. Projects completed prior to March 1st, 2023 are not eligible for GCF funding. GCF is designed to enable an incremental additional expenditures for local governments and not to replace existing capital commitments.
Can GCF be used for related planning projects?	Yes. Feasibility studies (including infrastructure capacity assessment); other early-stage development work are eligible costs.



What happens if funds are ineligibly allocated, if reporting requirements are not met or if funds remain unspent after five years?	The ministry may reclaim any grant funds that are not used for the intended purposes or meet the accountability requirements of the Growing Community Fund. However, the ministry will work with the local government to determine methods of expending it within eligible categories.
Can the funds be invested while being held in reserve?	The funds may be invested in any of the instruments permissible for local governments under section 183 of the <i>Community Charter</i> .
<b>Allocation of Funds</b>	
<b>Question</b>	<b>Answer</b>
Can the GCF funding be allocated to electoral areas based on the Provincial formula used to determine the grant amounts for each Regional District?	No. The grant calculation for each Regional District took into consideration a base amount and several other key variables. The GCF was intended to assist the board in addressing regional priorities for actual infrastructure and other eligible costs. It is not meant to be reallocated back to electoral areas based on the Ministry allocation formula
Will the Province specify to Regional Boards how to allocate the GCF funding?	No. It is the Regional Boards responsibility to determine the regional priorities and ensure that all the GCF funding is allocated to eligible regional services prior to the end of the 2023 calendar year. However, if requested, the ministry staff can assist regional staff on possible methods of allocation. That said, the final decision will rest with the Board.
How will these grants impact DCCs and other development finance charges?	The intent of the Growing Community Fund grant is to support the delivery of projects that are incremental to currently planned infrastructure. As such, the projects may not be part of the current DCC program. However, if the DCC program contains a project to which GCF funds will be allocated, the DCC bylaw must be amended so that the charges take the grant into account. Similar treatment should be used to adjust other development finance charges.



<b>Timing</b>	
<b>Question</b>	<b>Answer</b>
When will the grants be disbursed?	This GCF will be directly transferred to local governments by March 31, 2023.
What is the timeline over which these grant funds must be expended?	The Provincial Government requests that the funds be expended within five years of receipt.
<b>Reporting</b>	
<b>Question</b>	<b>Answer</b>
What are the reporting requirements?	<p>The RD must provide an initial separate report (schedule) outlining how the funds were allocated to eligible costs for various services. This report would be a schedule to the 2023 annual audited financial statements. (as required under S.377(1)(a) of the <i>Local Government Act</i>). Further to the financial reporting, an annual report that identifies work related to Housing Needs Reports and pre-zoning requirements as applicable, is required.</p> <p>The province also encourages highlighting projects that align with provincial priorities such as CleanBC and childcare; as well as those that align with the province’s Environmental, Social and Governance framework for capital projects.</p> <p>Templates for reporting will be posted on line at a later date</p>
Are Regional Districts required to annually report on GCF?	Yes. To ensure full transparency regarding the use of funds, your local government will be required to annually report on how it spends this grant. This will be part of the annual financial reporting required under section 377 (1)(a) of the <i>Local Government Act</i> . Your local government will provide a schedule to the audited financial statements respecting the amount of funding received, the use of those funds, and the year-end balance of unused funds. Your local government must continue to annually report on the use of grant money until the funds are fully drawn down.



Will the schedule to the annual audited financial statements be left to the discretion of the Regional District? Does the Ministry have authority to request additional information?	Yes, and yes. The form of the schedule to the annual audited financial statements will be left to the discretion of the Regional District. The Ministry retains the right to request additional information from Regional Districts as required.
Is a separate auditors' report required for this schedule?	No. The Province does not require a separate auditor's report.
Am I required to acknowledge the provincial financial contribution towards funded projects?	Yes. Fund requirements will include parameters for public recognition of the funding related to capital projects.
<b>Reserve Funds</b>	
<b>Questions</b>	<b>Answers</b>
Do Regional Districts need to segregate GCF funding from other funding sources?	No. GCF funds need only be transferred to existing (or new) capital reserve funds that have been established for each of the services that will be allocated GCF funding.
Does interest earned on the GCF need to be tracked and added to the GCF amounts once the funds are allocated to reserve?	Yes. Interest earned in the GCF fund must be tracked and allocated back to the fund and may only be used for eligible purposes related to the GCF program. This is in accordance with S. 189(1) of the <i>Community Charter</i> .

#### Appendix: Detailed Calculation of Grants

##### **Example Calculation for a Regional District with 65,000 People, 30,000 in Rural Areas**

If the Regional District rural population (unincorporated areas) grew by 2,000 people between 2016-2021, the total grant amount is calculated as follows:

Component	Calculation	Result
Flat Funding	500,000	\$500,000
Total Population	= 65,000 x 17	\$1,105,000
Rural Population	= 30,000 x 30	\$900,000
Rural Population Growth	= 2,000 x 1,000	\$2,000,000



Total Grant		\$4,505,000
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Making a difference...together

## REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**     **Acceptance of Grant Funding – Island Rail Corridor Consultation**

### **ISSUE SUMMARY**

To obtain Board acceptance of \$600,000 in conditional grant funding for Island Rail Corridor consultation.

### **BACKGROUND**

On March 28, 2023, the Provincial Ministry of Transportation and Infrastructure offered \$600,000 to the Capital Regional District to support engagement, leadership, and cooperative work for short-and-long-term planning relating to the Island Rail Corridor, including with First Nations, different levels of government, and communities along the corridor. Given the short timeframe within which a response was required, staff executed the Island Rail Corridor Conditional Grant Agreement, attached at Appendix A (the “Agreement”). Staff are now seeking Board ratification of the Agreement in accordance with the provisions of Bylaw No. 4186, “Capital Regional District Delegation Bylaw No. 1, 2017”.

### **ALTERNATIVES**

#### *Alternative 1*

1. That the Capital Regional District Board ratify the Island Rail Corridor Conditional Grant Agreement attached to this report at Appendix A; and
2. That staff be directed to do all things necessary and incidental to affect the terms of the Agreement.

#### *Alternative 2*

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

### **IMPLICATIONS**

The goal of the funding is to enable regional districts along the corridor to engage in stakeholder consultation and collaborative planning with First Nations to develop a shared vision for the future of the corridor. The obligations of CRD on receipt of the funding are set out primarily in section 6 and appendix A of the Agreement.

#### *Intergovernmental Implications*

There is a clear expectation that this work will include collaborative planning with First Nations governments. The Ministry has not disclosed whether First Nations have also been provided with grant funding, and if so, what expectations accompany the provision of the funds. Additional capacity funding for engagement with other levels of government, including First Nations, may be required depending on the path forward intended by the Province, the Nations, and other

stakeholders. Obligations set out in the Agreement include participation in collaboration sessions, cooperative development of a Terms of Reference to formalize a shared vision, and lead coordination and participation amongst municipal and electoral participants within the CRD boundary. The consultation is not limited to the region and is expected to be corridor wide. Staff understand that other regional districts along the corridor have also been provided with a similar grant to facilitate cross-jurisdictional collaboration.

#### *Financial & Service Delivery Implications*

This funding is the result of Board advocacy and Provincial priorities. The funding is required to be spent and the project results delivered by December 31, 2024. Staff will be reviewing potential resourcing and utilization of the funding and will deliver an update in due course.

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

The CRD Board identified transportation as a priority for the 2023-2026 CRD Board term. Undertaking short- and long-term planning for the Island Rail Corridor supports two of the Board's priority initiatives:

- 1a Improve regional connectivity and safety across transportation modes; and
- 1b Support investments, expansion and equitable access to active and low carbon transportation.

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

The 2014 Regional Transportation Plan (RTP) identifies the Island Rail Corridor as part of its Regional Multi-Modal Transportation Network and calls for the long-term protection of the corridor for transportation. Inter-jurisdictional cooperation among all affected parties to come to agreement on the future use of the corridor is aligned to existing CRD plans and strategies.

#### *Legislative Implications*

While this agreement is framed as a conditional grant agreement, it is in effect a contract for the CRD to provide services to the Ministry of Transportation. Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017", permits the Chief Administrative Officer to execute contracts for services, however grant agreements over \$500,000 in value require a Board resolution. Board ratification will ensure all legislative requirements are met to give effect to the signed Agreement.

### **CONCLUSION**

The CRD and other island regional districts have been provided with grant funds to undertake public consultation and collaborative planning with interested stakeholders and First Nations to create a shared vision for the use of the Island Rail Corridor. The obligations of CRD on receipt of the funding are primarily set out in section 6 and Schedule A of the Agreement. Board ratification of the Agreement will ensure compliance with all legislative requirements.

**RECOMMENDATION**

1. That the Capital Regional District Board ratify the Island Rail Corridor Conditional Grant Agreement attached to this report at Appendix A; and
2. That staff be directed to do all things necessary and incidental to affect the terms of the Agreement.

Submitted by:	Steven N. Carey, Senior Manager, Legal Services & Risk Management
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT**

Appendix A: Island Rail Corridor Conditional Grant Agreement – Capital Regional District

Island Rail Corridor Funding Grant – Capital Regional District

**CONDITIONAL GRANT AGREEMENT**

THIS AGREEMENT dated for reference the 31 day of **March, 2023** (the "Reference Date")

**BETWEEN:**

**His Majesty the King in Right of the Province of British Columbia,  
represented by the Minister of Transportation and Infrastructure**

("the Ministry")

OF THE FIRST PART

**AND:**

**Capital Regional District**

(the "Recipient")

OF THE SECOND PART

(together, the "Parties" and singularly, a "Party")

**WHEREAS:**

The Ministry wishes to provide to the Recipient a one-time lump sum grant of \$600,000 to enable the Recipient to engage in the short and long-term planning for the Island Rail Corridor ('the Corridor'), in collaboration with First Nations and local governments impacted and/or bisected by the Corridor.

The grant aims to support cooperative work, across the various First Nations and governments on Vancouver Island, towards the development of a shared vision for the Corridor in the near term and benefits directly impacted communities as well as the whole of Vancouver Island over the long term.

**NOW THEREFORE**, in consideration of the premises, and other good and valuable consideration (the receipt and sufficiency of which is acknowledged by each of the Parties), the Parties agree as follows:

**DEFINITIONS**

**1.01** In this Agreement:

- (a) **"Authorized Representative"** means the person or persons with legal authority and agency to legally bind the Recipient, and who signs this document accordingly;
- (b) **"Eligible Costs"** means those costs listed as Eligible Costs in section 1 of Schedule "B" to a maximum of **\$600,000** and excludes Ineligible Costs as listed in section 2 of Schedule "B";
- (c) **"End Date"** means **December 31, 2024**;

- (d) **“Event of Default”** means any of the events described in paragraph 10.01;
- (e) **“Ineligible Costs”** means the costs and expenses described or listed, as applicable, in section 2 of Schedule “B”;
- (f) **“Island Rail Corridor”** means the collection of parcels of lands which make up the Corridor, including the Victoria Subdivision, the Port Alberni Subdivision and the Wellcox spur, as of the date of Execution of this Agreement; and
- (g) **“Term”** means the period in paragraph 3.01.

#### **PAYMENT**

- 3.01** The Ministry will, subject to compliance with the terms of this Agreement, pay to the Recipient an amount of **\$600,000** within 30 calendar days of execution of this Agreement.

#### **TERM OF AGREEMENT**

- 3.01** The term of this Agreement will begin on the Reference Date and will expire on the End Date unless sooner terminated by the Ministry in accordance with Section 3.02.
- 3.02** The Ministry may terminate this Agreement:
  - (a) immediately for the Recipient's failure to comply with this Agreement by giving written notice of termination; or

#### **REPRESENTATIONS AND WARRANTIES**

- 4.01** The Recipient represents and warrants to the Ministry, with the intent and understanding that the Ministry will rely thereon in entering into this Agreement, that on execution of this Agreement and at all times thereafter:
  - (a) all information and statements required from the recipient, including the application or letter of interest, and other documents and reports furnished or submitted by the Recipient to the Ministry in connection with or pursuant to this Agreement are true and correct to the best of the Recipient's knowledge;
  - (b) the Recipient has no knowledge of any fact that materially adversely affects, its ability to fulfill its obligations under this Agreement;
  - (c) the Recipient is not in breach of, or in default under, any law, statute or regulation applicable to or binding on it that may affect this Agreement;
  - (d) the Recipient has the power and capacity to accept, execute and deliver this Agreement; and

- (e) this Agreement is binding upon and enforceable against the Recipient in accordance with its terms.
- 4.02 All statements contained in any document delivered by or on behalf of the Recipient to the Ministry under this Agreement, or in connection with any of the transactions contemplated hereby, will be deemed to be representations and warranties by the Recipient under this Agreement.
- 4.03 All representations, warranties, covenants and agreements made herein, and all certificates, applications or other documents delivered by or on behalf of the Recipient, are material and will conclusively be deemed to have been relied upon by the Ministry and will continue in full force and effect during the continuation of this Agreement.

#### **RELATIONSHIP**

- 5.01 No partnership, joint venture, agency or other legal entity will be created by, or will be deemed to be created by, this Agreement or any actions of the parties pursuant to this Agreement.
- 5.02 The Recipient is an independent entity and is not the servant, employee or agent of the Ministry.
- 5.03 The Recipient will not in any manner whatsoever commit or purport to commit the Ministry for the payment of money to any person.

#### **RECIPIENT'S OBLIGATIONS**

- 6.01 The Recipient will:
  - (a) participate collaboratively with Regional Districts, provincial and federal governments, First Nations and the Island Corridor Foundation towards the development of a shared vision for the Corridor in the near term and benefits directly impacted communities as well as the whole of Vancouver Island over the long term, particularly First Nations, for the use of lands going through or adjacent to their reserves and Traditional territories and to which First Nations agree;
  - (b) support the development of a Terms of Reference to formalize the process towards the development of the shared vision, inclusive of how to coordinate planning funding, in collaboration with provincial and federal governments, First Nations and the ICF;
  - (c) lead coordination and participation of the respective municipal governments within the Recipient's Regional District boundary;
  - (d) consider the following in the development of the shared vision:
    - i. Collaboration between all partners;

Island Rail Corridor Funding Grant – Capital Regional District

- ii. Interests of impacted First Nations;
  - iii. Movement of people and goods via all modes of transportation;
  - iv. Transportation network resiliency on Vancouver Island, in the face of population growth and climate change;
  - vi. The goals outlined in the South Island Transportation Strategy and other provincial policies, such as Clean BC and the Goods Movement Strategy; and
  - vii. Safety concerns of communities or other safety considerations or requirements (e.g. Technical Safety BC);
- (e) expend funds received under this Agreement in accordance with the terms of this Agreement, including as necessary, and based on the Terms of Reference, expending the funding toward procurement of external resources, such as engagement or engineering consultants, to support advancing the development of the shared vision and options for the Corridor;
- (f) co-operate with the Ministry in making such public announcements regarding the Agreement as the Ministry sees fit;
- (g) at the request of the Ministry, fully inform the Ministry of the work done and to be done by the Recipient in collaboration with others and in connection with the funding provided pursuant to this Agreement, in accordance with Schedule A Sections 5 and 6;
- (h) observe, abide by and comply with all laws, by-laws, orders, directions, rules and regulations of any competent government including of the Province of British Columbia or any branch or agency thereof directly or indirectly applicable to the Recipient or this Agreement;
- (i) as requested by the Ministry, provide evidence satisfactory to the Ministry that the representations and warranties set forth in paragraph 4.01 are true;
- (j) file all tax, corporate information, if applicable, and other returns required to be filed by the laws of British Columbia or Canada, and will comply with all workers' compensation legislation and other similar legislation to which the Recipient may be subject, and will pay all taxes, fees and assessments calculated to be due by the Recipient under those laws; and
- (k) repay all monies forthwith upon demand by the Ministry if the terms and conditions of this Agreement are not complied with or adhered to.

*J. TR.*

## **RECORDS**

### **7.01 The Recipient will:**

- (a)** keep proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements and receipts in respect of the Eligible Costs, for at least six (6) years after this Agreement's End Date; and
- (b)** permit the Ministry at any time or times during normal business hours, to copy or audit, or both, any or all of the books of account and records (including supporting documents) referred to in subparagraph (a) of this paragraph

## **STATEMENTS AND ACCOUNTING**

**8.01** Within 15 days of the delivery of a written demand from the Ministry, or as otherwise agreed to by the Ministry and the Recipient, the Recipient will provide the Ministry with such current information and documents with respect to the Recipient's operations and activities utilizing this funding and the costs that the funding is supporting and activities, including the invoices, documents, statements and reports.

**8.02** The Recipient will provide the Ministry with a final report as outlined in Section 4 of Schedule A.

## **CONFIDENTIALITY**

**9.01** Subject to Section 6.01, the Province will treat the Recipient's information provided by it pursuant to this Agreement as confidential and shall not, directly or indirectly, disclose, allow access to, transmit or transfer all or a portion of the Information to a third party without the Recipient's prior written consent, unless:

- (a)** it is disclosed pursuant to a legal proceeding discovery request, Freedom of Information and Protection of Privacy Act or other jurisdictional equivalent request, investigative demand, subpoena, an order of any court of competent jurisdiction or of any administrative body having jurisdiction,
- (b)** the Recipient consents to the information's release, or
- (c)** the information has already been made public by the Recipient or an independent third party

## **DEFAULT**

**10.01** Any of the following events will constitute an Event of Default, namely

- (a)** the Recipient fails to comply with any provision of this Agreement;

Island Rail Corridor Funding Grant – Capital Regional District

- (b) any representation, certification, or warranty made by the Recipient in pursuant to, as a result of or in connection with this Agreement is untrue or incorrect;
- (c) any information, statement, certificate, report or other information or document furnished or submitted by or on behalf of the Recipient pursuant to, as a result of or in connection with this Agreement is untrue or incorrect;
- (d) the Recipient ceases to operate;
- (e) a change occurs with respect to any one or more, including all, of the properties, assets, financial condition, business or operations of the Recipient which, in the opinion of the Ministry, materially adversely affects the ability of the Recipient to fulfill its obligations under this Agreement or to complete the Project;
- (f) an order is made or a resolution is passed or a petition filed for the liquidation or winding up of the Recipient;
- (g) the Recipient becomes insolvent or commits an act of bankruptcy or makes an assignment for the benefit of its creditors or otherwise acknowledges its insolvency;
- (h) a bankruptcy petition is filed or presented against, or a proposal under the Bankruptcy Act (Canada) is made by, the Recipient;
- (i) a receiver or receiver-manager of any property of the Recipient is appointed; or,
- (j) the Recipient permits any sum which is not disputed by the Recipient to be due by it to remain unpaid after legal proceedings have been commenced to enforce payment thereof.

**10.02** Upon the occurrence of any Event of Default and at any time thereafter the Ministry may, notwithstanding any other provision of this Agreement, at its complete discretion and exercisable by written notice to the Recipient:

- (a) declare all monies paid under this Agreement, other than monies that have been spent in accordance with the terms of this Agreement, to be immediately repaid by the Recipient to the Ministry; and,
- (b) terminate this Agreement.

**10.03** Any rights, powers and remedies conferred on the Ministry under this Agreement or under any statute or law are not intended to be exclusive and each shall be cumulative and in addition to and not in substitution for every other right, power and remedy existing or available to the Ministry under this Agreement, any other agreement, at law or in equity.

**10.04** The exercise by the Ministry of any right, power, or remedy will not preclude the simultaneous or later exercise by the Ministry of any other right, power or remedy.

**MINISTRY**

**11.01** The Recipient will refer all matters pertaining to the Agreement to the Ministry.

**INDEMNITY**

**12.01** The Recipient will at all times indemnify and save harmless the Ministry and the employees, servants, contractors, representatives and agents of the Ministry from and against all claims, actions, causes of action, demands, losses, damages, costs, liabilities, expenses, fines, fees, penalties, assessments and levies, made against or incurred, suffered or sustained by any of them, at any time or times (whether such interest, fines or costs are court ordered or otherwise and whether before or after the expiration or termination of this Agreement) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the Recipient, directors, officers, employees, contractors or agents, as a result of this Agreement, which indemnity will survive the expiration or sooner termination of this Agreement.

**OTHER FUNDING**

**13.01** If the Recipient receives, or has received, funding from any person, firm, corporation or other government or governmental body for the same purpose as this Agreement, then the Recipient will forthwith provide the Ministry with full and complete particulars thereof.

**13.02** The Ministry reserves the right to recalculate the maximum contribution to the Recipient under this Agreement as a result of funding identified in Section 13.01.

**NOTICES**

**14.01** Any notice, consent, waiver, statement, other document or payment and any or all of the Material that either party may desire or be required to give or deliver to the other will be conclusively deemed validly given or delivered to and received by the addressee, to the email addresses provided below, through their respective duly authorized representatives, on the date of delivery, or if to the Ministry:

**Ministry of Transportation and Infrastructure**

**Attn:** Janelle Staite, Deputy Director

**Contact:** [Janelle.Staite@gov.bc.ca](mailto:Janelle.Staite@gov.bc.ca)

and if to the Recipient:

**Capital Regional District**

**Attn:** Ted Robbins, Chief Administrative Officer

**Contact:** [trobbsins@crd.bc.ca](mailto:trobbsins@crd.bc.ca)

- 14.02** Either Party must give written notice to the other party of any change of email address of the party giving such notice, and after the giving of such notice the email address therein specified will, for purposes of paragraph 14.01, be conclusively deemed to be the address of the party giving such notice.

#### **NON-WAIVER**

- 15.01** No term or condition of this Agreement and no breach by the Recipient of any such term or condition will be deemed to have been waived unless such waiver is in writing signed on behalf of the Ministry by a duly authorized representative of the Ministry.
- 15.02** The written waiver by the Ministry of any breach by the Recipient of any term or condition of the Agreement will not be deemed a waiver of such term or condition or of any subsequent breach by the Recipient of the same or any other term or condition of this Agreement.

#### **INSURANCE**

- 16.01** The Recipient will, without limiting its obligations or liabilities herein, purchase and maintain insurances with insurers licensed in Canada with coverage of a type, and in amounts, that any similar business, acting reasonably, would procure for the size and exposure of the activities and operations during the term of this Agreement.
- 16.02** The Recipient shall require and ensure that its consultants, contractors and subcontractors maintain insurances comparable to those required above.
- 16.03** Upon request by the Ministry, the Recipient will deliver a certified copy of the policies of insurance applicable under this Agreement. No review or approval of any insurance policy by the Ministry derogates from or diminishes the Ministry's rights or the Recipient's liability under this Agreement.

#### **ENTIRE AGREEMENT**

- 17.01** This Agreement constitutes the entire agreement between the parties with respect to the subject matter of this Agreement.

#### **FURTHER ACTS AND ASSURANCES**

- 18.01** Each of the parties will, upon the reasonable request of the other, make, do, execute or cause to be made, done or executed all further and other lawful acts, deeds, things, devices, documents, instruments and assurances whatever for the better or more perfect and absolute performance of the terms and conditions of this Agreement.

#### **TIME OF ESSENCE**

- 19.01** Time will be of the essence of this Agreement.

## **SURVIVAL OF PROVISIONS**

- 20.01** All of the provisions of this Agreement in favour of the Ministry and all of the rights and remedies of the Ministry, whether at law or in equity, will survive any expiration or sooner termination of this Agreement.

## **INTERPRETATION**

- 21.01** This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia.
- 21.02** The headings appearing in this Agreement have been inserted for reference and as a matter of convenience and in no way define, limit or enlarge the scope of any provision of this Agreement.
- 21.03** Any reference to a statute in this Agreement, whether or not that statute has been defined, includes all regulations at any time made under or pursuant to that statute and any amendments to that statute.
- 21.04** In this Agreement wherever the singular or neuter is used it will be construed as if the plural or masculine or feminine, as the case may be, had been used where the context so requires.
- 21.05** The Schedules to this Agreement are an integral part of this Agreement as if set out at length in the body of this Agreement.
- 25.06** No amendment or modification to this Agreement will be effective unless it is in writing and duly executed on behalf of each party.
- 25.07** If any provision of this Agreement or the application to any person or circumstances is invalid or unenforceable to any extent, the remainder of this Agreement and the application of such provision to any other person or circumstance will not be affected or impaired thereby and will be enforceable to the extent permitted by law.
- 25.08** All dollar amounts expressed in this Agreement refer to lawful currency of Canada.
- 25.09** Unless the context otherwise indicates, any reference to this Agreement means this instrument and all of the Schedules attached to it, and any reference to any paragraph or subparagraph by number is a reference to the appropriate paragraph or subparagraph in this Agreement.
- 25.10** Nothing in this Agreement operates as a consent, permit, approval or authorization by the Government of the Province of British Columbia or by any Ministry, Branch or agency thereof, to or for anything related to the Project that by law the Recipient is required to obtain unless it is expressly stated in this Agreement to be such a consent, permit, approval or authorization.
- 25.11** This Agreement may be executed in counterparts by each party under this Agreement signing the original or PDF copy of the Agreement and deliver it to the other party by email, courier or post, or such other method agreed by the parties.

**SUCCESSORS AND ASSIGNS**

26.01 This Agreement will continue for the benefit of and be binding upon both the Recipient and its successors and permitted assigns, and the Ministry and its assigns.

**EFFECTIVE DATE**

27.01 Notwithstanding the date of execution or delivery of this Agreement, this Agreement is effective as of the Reference Date.

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement by their duly authorized representatives or officers as follows:

Signed on behalf of His Majesty the King in the right of the Province of British Columbia, by a duly authorized representative of the **Minister of Transportation and Infrastructure**

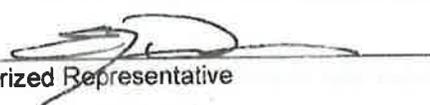


Name: Janelle Staite

Title: Deputy Director, South Coast Region

Date: March 31, 2023

Signed on behalf of the **Capital Regional District**



Authorized Representative

Name: **Ted Robbins**  
**Chief Administrative Officer**

Title: **Capital Regional District**

Date: MAR. 31, 2023

**SCHEDULE “A”**

**INFORMATION**

1. Title: Island Rail Corridor Planning Grant: One-time lump sum grant of \$600,000 for participation in discussions and/or planning towards the development of a shared vision for the future of the Vancouver Island Rail Corridor, on the terms and conditions in this Agreement.
2. The Ministry has established a time-limited opportunity for funding to help develop a vision for the future of the Island Rail Corridor. The grant is intended to provide capacity funding for the **Capital Regional District** enable both the engagement and involvement in short and long-term planning, in collaboration with First Nations and Local governments impacted and/or bisected by the Island Rail Corridor, to develop improvements and plans for the Corridor that benefit people living on Vancouver Island.
3. This grant is intended to facilitate the following activities, in coordination with and across Regional District boundaries, towards the development of a shared vision for the entire Island Rail Corridor:
  - (a) engagement activities,
  - (b) technical analysis, and
  - (c) programming and work planning activities.
4. The Recipient will:
  - (a) pursue work described in this Agreement in the context of the entire corridor, and not exclusively on portions of the Corridor within the Recipient's jurisdiction;
  - (b) conduct this work in consideration of Vancouver Island multi-modal transportation networks and planning considerations (such as population growth and affordable housing needs), but will not expend this funding on studies or other work directed specifically at other transportation corridors; and
  - (c) coordinate and engage municipal governments, First Nations and local stakeholders as part of these pursuits, as necessary and per the terms of this Agreement.

**REPORTING REQUIREMENTS**

5. The Recipient will submit interval progress reports as requested by the Ministry and in alignment with other Recipients.

Island Rail Corridor Funding Grant – Capital Regional District

6. The Recipient shall submit a final report, by December 31, 2024, in a form acceptable to the Ministry and in alignment with other Recipients, which provides an overview of the accomplishments during the Term of this Agreement.

**SCHEDULE "B"**

**1. ELIGIBLE COSTS**

Eligible Costs must directly relate to the Island Rail Corridor and may be inclusive of the following:

- I. Public engagement;
- ii. Consulting services costs (engagement, project management, planning and engineering);
- iii. Technical analysis and/or investigations;
- iv. Temporary staff to support the deliverables within the Terms of this Agreement;
- v. Legal costs; or
- vi. Other activities to directly support the deliverables within the Terms of this Agreement.

**2. INELIGIBLE COSTS**

Ineligible Costs include the following:

- I. Capital expenditures;
- ii. Property acquisition;
- iii. Investments or plans directed at other transportation corridors.



Making a difference...together

**REPORT TO ELECTORAL AREAS COMMITTEE  
MEETING OF WEDNESDAY, APRIL 12, 2023**

**SUBJECT Salt Spring Island Local Community Commission – Bylaw Changes and Implementation Update (Bylaws No. 4508, 4542, 4543, and 4544)**

**ISSUE SUMMARY**

To enable the transfer of delegated authority to the Salt Spring Island Local Community Commission, certain commissions must be dissolved, changes made to a steering committee’s terms of reference, and minor corrections made to Bylaw No. 4508, “Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022”.

**BACKGROUND**

On October 15, 2022, Salt Spring Island electors assented to the creation of a Local Community Commission (“LCC”), to be delegated responsibility for certain island-wide local services under Bylaw No. 4508, “Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022”. It is anticipated the LCC will have its first meeting in June 2023. Various commissions currently overseeing island services to be delegated to the LCC should be dissolved such that their obligations fall to the LCC on its inaugural meeting.

The bylaws to be changed and the commissions dissolved, with final meetings in March, are as follows:

<b>Commission</b>	<b>Bylaw</b>	<b>Amend or repeal</b>
SSI Community Economic Sustainability Commission	“Salt Spring Island Community Economic Sustainability Commission Bylaw No. 1, 2010” (Bylaw No. 3272)	Repeal
Salt Spring Island Transportation Commission	“Salt Spring Island Transportation Commission Bylaw No.1, 2007” (Bylaw No. 3450”	Repeal
Salt Spring Island Liquid Waste Disposal Local Service Commission	“Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010” (Bylaw No. 3693)	Amend
Salt Spring Island Parks Commission	“Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011” (Bylaw No. 3763)	Amend

Proposed Bylaw No. 4508 sets out the scope of delegated authority over the services overseen by the forthcoming LCC. While in draft form, sections were consolidated and errors introduced. As Bylaw No. 4508 is not yet adopted, it can be rescinded to second reading, amended, then read a third time. The revised bylaw is attached as Appendix A to this report, and a redlined copy as Appendix B.

Further, the Ganges Harbour Walk Steering Committee, created by resolution of the Board, currently reports to the Salt Spring Island Parks Commission. The intention is to have the Committee continue its work, reporting to the Local Community Commission as of its first meeting.

Memberships changes include the reduction of members to one LCC member, removing two representatives, one each from the SSI Parks and Transportation commissions, given these commissions no longer exist separately (Appendix H).

## **ALTERNATIVES**

### *Alternative 1*

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

1. That third reading of Bylaw No. 4508, “Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022”, be rescinded;
2. That Bylaw No. 4508 be amended at second reading as presented in Appendix A; and
3. That Bylaw No. 4508 as amended be read a third time.
4. That Bylaw No. 4542, “Salt Spring Island Local Community Commission Transition Bylaw No. 1, 2023” be read a first, second, and third time;
5. That Bylaw No. 4542 be adopted;
6. That Bylaw No. 4543, “Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011, Amendment Bylaw No. 2, 2023”, be read a first, second, and third time;
7. That Bylaw No. 4543 be adopted;
8. That Bylaw No. 4544, “Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023”, be read a first, second, and third time;
9. That Bylaw No. 4544 be adopted;
10. That the membership of the Ganges Harbour Walk Steering Committee be amended to remove the members from the Salt Spring Island Parks and Recreation Commission and the Salt Spring Island Transportation Commission, replaced with one member representing the SSI LCC, selected from its number, and such further consequential changes as outlined in Appendix H be adopted.

### *Alternative 2*

The Electoral Areas Committee recommends to the Capital Regional District Board that this matter be referred to staff for further information.

## **IMPLICATIONS**

### *Governance Implications*

Bylaw No. 4508 was revised during the LCC planning process and errors were introduced. Correction of these errors prior to adoption of the bylaw is a housekeeping matter and the corrections do not alter the powers or authority of the LCC.

Should issues arise requiring advice or direction after the dissolution of the commissions, matters will be referred to the Electoral Areas Committee and to the Board as required. Bylaw 4508 will be brought back for adoption by the Regional Board prior to the inaugural meeting of the LCC.

## **CONCLUSION**

To empower the Salt Spring Island Local Community Commission, its delegation bylaw must be updated to correct typographical errors; several commissions dissolved; and changes made to a steering committee’s terms of reference.

**RECOMMENDATION**

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

1. That third reading of Bylaw No. 4508, “Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022”, be rescinded;
2. That Bylaw No. 4508 be amended at second reading as presented in Appendix A; and
3. That Bylaw No. 4508 as amended be read a third time.
4. That Bylaw No. 4542, “Salt Spring Island Local Community Commission Transition Bylaw No. 1, 2023” be read a first, second, and third time;
5. That Bylaw No. 4542 be adopted;
6. That Bylaw No. 4543, “Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011, Amendment Bylaw No. 2, 2023”, be read a first, second, and third time;
7. That Bylaw No. 4543 be adopted;
8. That Bylaw No. 4544, “Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023”, be read a first, second, and third time;
9. That Bylaw No. 4544 be adopted;
10. That the membership of the Ganges Harbour Walk Steering Committee be amended to remove the members from the Salt Spring Island Parks and Recreation Commission and the Salt Spring Island Transportation Commission, replaced with one member representing the SSI LCC, selected from its number, and such further consequential changes as outlined in Appendix H be adopted.

Submitted by:	Steven Carey, B.Sc, J.D., Senior Manager, Legal Services & Risk Management
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Bylaw No. 4508, “Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022”
- Appendix B: Bylaw No. 4508 (Redlined)
- Appendix C: Bylaw No. 4542, “Salt Spring Island Local Community Commission Transition Bylaw No. 1, 2023”
- Appendix D: Bylaw No. 4534, “Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011, Amendment Bylaw No. 3, 2023”
- Appendix E: Bylaw No. 4534 (Redlined)
- Appendix F: Bylaw No. 4544, “Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010, Amendment Bylaw No. 3, 2023”
- Appendix G: Bylaw No. 4544 (Redlined)
- Appendix H: Ganges Harbour Walk Steering Committee Terms of Reference (Redlined)

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4508**

\*\*\*\*\*

**A BYLAW TO DELEGATE POWERS TO THE  
SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION**

\*\*\*\*\*

**WHEREAS:**

- A. Salt Spring Island Electoral Area has a number of local, sub-regional, and island-wide services;
- B. Under the *Local Government Act*, RSBC 2015 c 1, a regional district may establish, by bylaw, one or more local communities to be administered by local community commission, provided the electors in the area of the local community assent to the creation of the commission and has done so under Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022";
- C. On October 15, 2022, a majority of Salt Spring Island electors assented to the creation of a Local Community Commission, to be delegated responsibility for a variety of Salt Spring Island local services, in accordance with Bylaw No. 4507;
- D. The Capital Regional District Board wishes to delegate, by bylaw adopted by at least two-thirds of the votes cast pursuant to the *Local Government Act*, certain of its powers, duties and functions to the local community commission, with the scope of authority as set out in this bylaw and such other bylaws as adopted from time to time;

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

**DELEGATION TO LOCAL COMMUNITY COMMISSION**

- 1. This bylaw describes the delegation of powers, duties and functions in relation to services within the scope of authority of the Salt Spring Island Local Community Commission, as established by Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022" (the "Commission").
- 2. For clarity, subject to the *Local Government Act*, RSBC 2015 c 1, unless a power, duty or function of the Capital Regional District Board has been expressly delegated by this bylaw or another CRD bylaw, all the powers, duties and functions of the CRD Board remain with the CRD Board, and the Commission may not further delegate powers, duties, or functions to another individual or body. Individual Commissioners have no delegated authority outside the body of the Commission in open meeting assembled, acting as a whole.

**ADMINISTRATIVE AUTHORITY**

- 3. The Regional Board hereby delegates to the Commission the powers of the Regional Board with respect to the development, maintenance and operation of the services listed as administrative in Schedule "A". Administrative authority includes the following:
  - (a) Authorize entering into agreements respecting the undertaking, provision and operation of the District's works and services;
  - (b) Identification and creation of strategic plans and priorities, and service-specific operational policies;

- (c) Recommending to the Regional Board user fees and charges to be established by bylaw;
- (d) Direction on maintenance of property or interests in property managed by the service;
- (e) Authorize acquisition and disposition of property or an interest in property subject to approved financial plans and in accordance with sections 8 and 9 of this Bylaw;
- (f) Review and provide direction on annual budgets each year by no later than September 15, or such other date as set by the District's Chief Financial Officer, for Regional Board consideration and approval; and
- (g) Consideration of matters referred to the Commission by the Regional Board.

#### **ADVISORY AUTHORITY**

- 4. The Regional Board hereby delegates to the Commission advisory authority, including recommending annual budget and scope of services, if applicable, for those services listed as advisory in Schedule "A".
- 5. The Commission may be referred other matters by the Regional Board.

#### **LIMITS ON DELEGATION**

- 6. The delegation of authority under this bylaw is subject to the following requirements:
  - (a) Agreements must comply with purchasing policies and procedures of the Regional Board;
  - (b) Revenues and expenditures must be included in the approved annual financial plan for the service;
  - (c) Delegation to the Commission does not derogate from the delegations of authority to officers and employees contained in Bylaw No. 3343, "Officers', General Managers' and Management Staff's Bylaw No. 1, 2006", Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017", and other delegation instruments.
- 7. The delegation of authority set out in the bylaw does not include:
  - (a) The ability to commence, settle, compromise, or initiate litigation, court, arbitration, mediation, or other proceedings;
  - (b) The ability to amend, disregard, set, or alter the Board or administrative policies and procedures of the Regional Board as they relate to procurement, purchasing, financial planning, or otherwise; or
  - (c) Those matters unable to be delegated per s. 229(2) of the *Local Government Act*, including the ability to pass bylaws, regulations, or fetter the discretion of the Regional Board as it relates to items it is unable to delegate under the *Local Government Act*.

#### **ACQUISITION & DISPOSITION OF PROPERTY**

- 8. Any facilities or equipment acquired by the Commission for services must be acquired in the name of the Regional District and shall be the property of the Regional District.

9. Where a service may accept revenues from other sources, such as gift and enterprise, such revenues shall be managed, solicited, and accepted by the service in accordance with Regional District practice, policies, and bylaws, as applicable.

**CITATION**

10. This bylaw may be cited for all purposes as "Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022".

READ A FIRST TIME THIS	13 <sup>th</sup>	day of	July,	2022
READ A SECOND TIME THIS	13 <sup>th</sup>	day of	July,	2022
READ A THIRD TIME THIS	13 <sup>th</sup>	day of	July,	2022
RETURNED TO SECOND READING AND AMENDED THIS	th	day of		20__
READ AGAIN A THIRD TIME THIS	th	day of		20__
ADOPTED THIS	th	day of		20__

\_\_\_\_\_  
CHAIR

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

## SCHEDULE "A"

### Administrative Authority

- (a) Economic development as set out in Bylaw No. 1824, "Economic Development Commission Establishing Bylaw No. 1, 1990", as it relates to Salt Spring Island;
- (b) Wastewater disposal as set out in Bylaw No. 2118, "Salt Spring Island Liquid Waste Disposal Additional Local Service Establishment Bylaw No. 1, 1993";
- (c) Community parks service continued under Bylaw No. 4149, "Salt Spring Island Community Parks Services Conversion Bylaw No. 1, 2017";
- (d) Community recreation service continued under Bylaw No. 4151, "Salt Spring Island Community Recreation Services Conversion Bylaw No. 1, 2017";
- (e) Indoor swimming pool service in Bylaw No. 3206, "Salt Spring Indoor Swimming Pool Facility Service Establishment Bylaw No. 1, 2004";
- (f) Community parks and recreation facilities in Bylaw No. 2422, "Salt Spring Island Parks and Recreation Facilities Local Service Establishment Bylaw No. 1, 1996";
- (g) The Salt Spring Island Small Craft Harbour Facilities local service set out in Bylaw No. 2730, "Small Craft Harbour Facilities (Salt Spring Island) Local Service Establishment Bylaw No. 1, 1999";
- (h) Transportation service established under Bylaw No. 3438, "Salt Spring Island Community Transit and Transportation Service Establishment Bylaw No. 1, 2007";
- (i) Street lighting under Bylaw No. 3746, "Salt Spring Island Street Lighting Service Establishment Bylaw No. 1, 2011";
- (j) The issuance of grants-in-aid for Salt Spring Island initiatives under Supplementary Letters Patent Division XIX, OIC 1013/1977, subject always to the restriction on assistance to business under the *Local Government Act*;
- (k) Determination of compensation for livestock injury by dogs under Bylaw No. 4418, "Livestock Injury Compensation Service (Salt Spring Island) Bylaw No. 1, 2021";

### Advisory Authority

- (a) The arts contribution service set out in Bylaw No. 3116, "Salt Spring Island Arts Contribution Service Establishing Bylaw No. 1, 2003";
- (b) The Salt Spring Island Public Library local service set out in Bylaw No. 2725, "Salt Spring Island Public Library Local Service Area Establishment Bylaw No. 1, 1999"; and
- (c) Salt Spring Island Search and Rescue contribution as set out in Bylaw No. 3494, "Salt Spring Island Search and Rescue Service Establishment Bylaw, 2007".

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4508**

\*\*\*\*\*

**A BYLAW TO DELEGATE POWERS TO THE  
SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION**

\*\*\*\*\*

**WHEREAS:**

- A. Salt Spring Island Electoral Area has a number of local, sub-regional, and island-wide services;
- B. Under the *Local Government Act*, RSBC 2015 c 1, a regional district may establish, by bylaw, one or more local communities to be administered by local community commission, provided the electors in the area of the local community assent to the creation of the commission and has done so under Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022";
- B.C. On October 15, 2022, a majority of Salt Spring Island electors assented to the creation of a Local Community Commission, to be delegated responsibility for a variety of Salt Spring Island local services, in accordance with Bylaw No. 4507;
- C.D. The Capital Regional District Board wishes to delegate, by bylaw adopted by at least two-thirds of the votes cast pursuant to the *Local Government Act*, certain of its powers, duties and functions to the local community commission, with the scope of authority as set out in this bylaw and such other bylaws as adopted from time to time;

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**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

**DELEGATION TO LOCAL COMMUNITY COMMISSION**

- 1. This bylaw describes the delegation of powers, duties and functions in relation to services within the scope of authority of the Salt Spring Island Local Community Commission, as established by Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022" (the "Commission").
- 2. For clarity, subject to the *Local Government Act*, R.S.B.C. 2015 c. 1, unless a power, duty or function of the Capital Regional District Board has been expressly delegated by this bylaw or another CRD bylaw, all the powers, duties and functions of the CRD Board remain with the CRD Board, and the Commission may not further delegate powers, duties, or functions to another individual or body. Individual Commissioners have no delegated authority outside the body of the Commission in open meeting assembled, acting as a whole.

**ADMINISTRATIVE AUTHORITY**

- 3. The Regional Board hereby delegates to the Commission the powers of the Regional Board with respect to the development, maintenance and operation of the services listed as administrative in Schedule "A". Administrative authority includes the following:
  - (a) Authorize entering into agreements respecting the undertaking, provision and operation of the District's works and services;
  - (b) Identification and creation of strategic plans and priorities, and service-specific operational policies;

- (c) Recommending to the Regional Board user fees and charges to be established by bylaw;
- (d) Direction on maintenance of property or interests in property managed by the service;
- (e) Authorize acquisition and disposition of property or an interest in property subject to approved financial plans and in accordance with sections ~~12-8~~ and ~~13-9~~ of this Bylaw;
- (f) Review and provide direction on annual budgets each year by no later than September 15, or such other date as set by the District's Chief Financial Officer, for Regional Board consideration and approval; and
- (g) Consideration of matters referred to the Commission by the Regional Board.

#### **ADVISORY AUTHORITY**

- 4. The Regional Board hereby delegates to the Commission advisory authority, including recommending annual budget and scope of services, if applicable, for those services listed as advisory in Schedule "A".
- 5. The Commission may be referred other matters by the Regional Board.

#### **LIMITS ON DELEGATION**

- 6. The delegation of authority under this bylaw is subject to the following requirements:
  - (a) Agreements must comply with purchasing policies and procedures of the Regional Board;
  - (b) Revenues and expenditures must be included in the approved annual financial plan for the service;
  - (c) Delegation to the Commission does not derogate from the delegations of authority to officers and employees contained in Bylaw No. 3343, "Officers', General Managers' and Management Staffs Bylaw No. 1, 2006", Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, ~~2004~~2017", and other delegation instruments.
- 7. The delegation of authority set out in the bylaw does not include:
  - (a) The ability to commence, settle, compromise, or initiate litigation, court, arbitration, mediation, or other proceedings;
  - (b) The ability to amend, disregard, set, or alter the Board or administrative policies and procedures of the Regional Board as they relate to procurement, purchasing, financial planning, or otherwise; or
  - (c) Those matters unable to be delegated per s. 229(2) of the *Local Government Act*, including the ability to pass bylaws, regulations, or fetter the discretion of the Regional Board as it relates to items it is unable to delegate under the *Local Government Act*.

#### **ACQUISITION & DISPOSITION OF PROPERTY**

- 8. Any facilities or equipment acquired by the Commission for services must be acquired in the name of the Regional District and shall be the property of the Regional District.

9. Where a service may accept revenues from other sources, such as gift and enterprise, such revenues shall be managed, solicited, and accepted by the service in accordance with Regional District practice, policies, and bylaws, as applicable.

**CITATION**

10. This bylaw may be cited for all purposes as "Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022".

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ADOPTED THIS	th	day of		20__

\_\_\_\_\_  
CHAIR

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

## **SCHEDULE "A"**

### **Administrative Authority**

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- (g) The Salt Spring Island Small Craft Harbour Facilities local service set out in Bylaw No. 2730, "Small Craft Harbour Facilities (Salt Spring Island) Local Service Establishment Bylaw No. 1, 1999";
- (h) Transportation service established under Bylaw No. 3438, "Salt Spring Island Community Transit and Transportation Service Establishment Bylaw No. 1, 2007";
- (i) Street lighting under Bylaw No. 3746, "Salt Spring Island Street Lighting Service Establishment Bylaw No. 1, 2011";
- (j) The issuance of grants-in-aid for Salt Spring Island initiatives under Supplementary Letters Patent Division XIX, OIC 1013/1977, subject always to the restriction on assistance to business under the *Local Government Act*;
- (k) Determination of compensation for livestock injury by dogs under Bylaw No. 4418, "Livestock Injury Compensation Service (Salt Spring Island) Bylaw No. 1, 2021";

### **Advisory Authority**

- (a) The arts contribution service set out in Bylaw No. 3116, "Salt Spring Island Arts Contribution Service Establishing Bylaw No. 1, 2003";
- (b) The Salt Spring Island Public Library local service set out in Bylaw No. 2725, "Salt Spring Island Public Library Local Service Area Establishment Bylaw No. 1, 1999"; and
- (c) Salt Spring Island Search and Rescue contribution as set out in Bylaw No. 3494, "Salt Spring Island Search and Rescue Service Establishment Bylaw, 2007".



**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4543**

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**A BYLAW TO DISSOLVE THE SALT SPRING ISLAND PARKS AND RECREATION COMMISSION  
AND TRANSITION TO THE SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION (BYLAW  
NO. 3763)**

\*\*\*\*\*

**WHEREAS:**

- A. Under Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022", the Regional Board established, after assent of the electors on October 15, 2022, the Salt Spring Island Local Community Commission;
- B. Under Bylaw No. 3763, "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011", the Regional Board transitioned an administrative Salt Spring Island Parks and Recreation Commission into an advisory parks and recreation commission for Salt Spring Island, and did the same for the Juan de Fuca Electoral Area;
- C. The Salt Spring Island Parks and Recreation Commission has administrative oversight over the community parks service continued under Bylaw No. 4149, "Salt Spring Island Community Parks Services Conversion Bylaw No. 1, 2017"; the community recreation service continued under Bylaw No. 4151, "Salt Spring Island Community Recreation Services Conversion Bylaw No. 1, 2017"; the indoor swimming pool service in Bylaw No. 3206, "Salt Spring Indoor Swimming Pool Facility Service Establishment Bylaw No. 1, 2004"; the community parks and recreation facilities in Bylaw No. 2422, "Salt Spring Island Parks and Recreation Facilities Local Service Establishment Bylaw No. 1, 1996"; and the Salt Spring Island Small Craft Harbour Facilities local service set out in Bylaw No. 2730, "Small Craft Harbour Facilities (Salt Spring Island) Local Service Establishment Bylaw No. 1, 1999"; and
- D. The Board wishes to amend Bylaw No. 3763 to facilitate the transition to the Salt Spring Island Local Community Commission;

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

- 1. Bylaw No. 3763, "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011", is hereby amended as follows:
  - (a) By replacing the long-title with "A BYLAW FOR THE CONTINUATION OF PARKS AND RECREATION ADVISORY COMMISSIONS IN THE ELECTORAL AREA OF JUAN DE FUCA";
  - (b) Replacing whereas C with the following words "The Electoral Areas of Salt Spring Island and Juan de Fuca each have a community parks and recreation commission, and until April 12, 2023, Salt Spring Island Electoral Area's parks commissions were regulated by this Bylaw No. 3763";
  - (c) In section 2, Definitions, by removing the words ", or another Bylaw of the Capital Regional District" from the definition of "COMMISSION";
  - (d) In section 2, Definitions, by removing the definition of "RECREATIONAL FACILITIES" in its entirety;
  - (e) By replacing section 3, Parks and Recreation Commissions, at section 3(a)



CAPITAL REGIONAL DISTRICT

BYLAW NO. 3763

\*\*\*\*\*

A BYLAW FOR THE CONTINUATION OF PARKS AND RECREATION ADVISORY COMMISSIONS IN THE ELECTORAL AREAS OF JUAN DE FUCA ~~AND SALT SPRING ISLAND~~

\*\*\*\*\*

WHEREAS:

- A. By Supplementary Letters Patent dated the 28th day of August 1975, as amended, the power to acquire, develop, operate and maintain community parks within the electoral areas was conferred on the Capital Regional District;
- B. By Supplementary Letters Patent dated the 3rd day of October 1975, as amended, the power to undertake community recreational programming within the electoral areas was conferred on the Capital Regional District;
- C. ~~The Electoral Areas of Salt Spring Island and Juan de Fuca each have a community parks and recreation commission, and until April 12, 2023, Salt Spring Island Electoral Area's parks commissions were regulated by this Bylaw No. 3763; The Electoral Areas of Salt Spring Island and Juan de Fuca each have a community parks and recreation commission;~~ *(Bylaw 4543)*
- D. The Capital Regional District Board may establish a Commission under Section 176(1)(g) of the *Local Government Act* to delegate advisory powers to the Commissions;
- E. The Capital Regional District wishes to establish a bylaw for the management of Electoral Area Community Parks and Recreation Advisory Commissions.

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

1. Interpretation

This bylaw includes the Schedules annexed hereto and the Schedules are hereby declared to form part of this bylaw.

2. Definitions

In this bylaw unless the context otherwise requires:

"BUDGET" means the 5-year financial plan (operating and capital);

"COMMISSION" means a commission established by the Capital Regional District under this Bylaw, ~~or another Bylaw of the Capital Regional District.~~

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“DIRECTOR” means the Electoral Area Director for the Electoral Area in which the Commission is established;

~~“RECREATIONAL FACILITIES” includes Fernwood Dock, Rotary Dock, and any other Salt Spring Island small craft harbours and moorage facilities owned, lease, or licensed by the Capital Regional District;~~

~~(BL 4293)~~

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“REGIONAL BOARD” means the Capital Regional District Board;

“REGIONAL DISTRICT” means the Capital Regional District;

“SCHEDULES” means the schedules or a schedule attached to and forming part of this Bylaw;

### 3. Parks and Recreation Commissions

(a) The Commissions established under the Juan de Fuca Electoral Area Parks and Recreation Commission Bylaw No. 1, 2008 ~~and Salt Spring Island Parks and Recreation Commission Bylaw No. 1, 2010 are~~ continued and known as:

- (i) ~~the~~ “Juan de Fuca Electoral Area Parks and Recreation Advisory Commission”;
- (ii) ~~“Salt Spring Island Parks and Recreation Advisory Commission”.~~

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(b) The terms of office of the existing members of the Commissions shall continue until their expiry under Bylaw No. 3487 and Bylaw No. 3690.

### 4. Membership

Unless otherwise specified in the Schedules, a Commission shall consist of nine (9) members as follows:

- (a) The Director representing the Electoral Area; and
- (b) Eight (8) individuals appointed by the Regional Board representing the Electoral Area.

### 5. Term of Office

The term of office for a member of a Commission other than the Director shall be as follows:

- (a) For a two (2) year period commencing the first day of January following each such appointment or until their successors are appointed; and
- (b) Four (4) of the appointees shall be appointed in one year and the other four (4) shall be appointed in the succeeding year.

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## 6. Appointment

- (a) All vacancies on a Commission must be advertised or posted locally for at least thirty (30) days.
- (b) Recommendations for all appointments shall be made to the Director who will then make a recommendation to the Regional Board.
- (c) The Director is guided by but not bound by a Commission's recommendation.
- (d) Before the 1<sup>st</sup> of January every year, the Regional Board shall appoint or re-appoint members to the Commission to fill the terms of office of the members whose term expires as of the 31<sup>st</sup> of December in each year.
- (e) In the event of death, resignation or disqualification of a member of a Commission, the Regional Board shall appoint a successor for the remainder of such member's term.
- (f) A member who fails to attend three (3) consecutive regular meetings without the permission of a Commission may have their appointment to the Commission terminated.
- (g) No appointee may serve more than three (3) consecutive terms, except as indicated in Section 6 (h).
- (h) At the request of the Director and under unique circumstances, such as a failure to attract nominations after thirty (30) days of appropriate notice of vacancy, the Regional Board may extend a Commission member's term beyond the six (6) year limit.

## 7. Commission Procedure

- (a) A Commission must, at its first meeting in January of each year, by show of hands, or if requested by one-third of members present, by secret ballot, elect a Chair and Vice Chair from among its members.
- (b) For the conduct of business each member of a Commission shall have one vote.
- (c) The rules and procedures which govern the Regional Board shall apply to a Commission where applicable.
- (d) Meetings are open to the public.
- (e) A quorum of a Commission is a majority of its members.
- (f) If, as a result of members of a Commission declaring a conflict of interest in relation to a matter and, as a consequence, there is no longer a quorum of members of the

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Commission to decide on a particular issue, the issue shall be referred to the Regional Board for a decision.

8. Delegation of Powers and Duties

- (a) The Regional Board hereby delegates to a Commission, subject to the policies and procedures of the Regional Board and limitations defined in the Capital Regional District Delegation Bylaw advisory powers with respect to the development, maintenance, and operation of community parks, recreational facilities and equipment and the organization and conduct of recreational programs.
- (b) A Commission shall approve a community parks plan and recommend to the Regional Board the acquisition of additional park lands.

9. Budget

On or before the 30<sup>th</sup> day of November in each year, the Commission shall provide advice and recommend approval on 5-year operating and capital budgets covering the anticipated costs of acquisition, development, maintenance and operation of community parks, recreational facilities and equipment and of the organization and conduct of community recreational programs, together with any estimates of expected revenues.

10. Repeal

- (a) Bylaw No. 3487, cited as "Juan de Fuca Electoral Area Parks and Recreation Commission Bylaw No. 1, 2008" is hereby repealed.
- (b) Bylaw No. 3690, cited as "Salt Spring Island Parks and Recreation Commission Bylaw No.1, 2010" is hereby repealed.

11. Citation

This bylaw may be cited as "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011."

READ A FIRST TIME THIS	11 <sup>th</sup>	day of	May	2011
READ A SECOND TIME THIS	11 <sup>th</sup>	day of	May	2011
READ A THIRD TIME THIS	11 <sup>th</sup>	day of	May	2011
ADOPTED THIS	11 <sup>th</sup>	day of	May	2011

Original signed by Geoff Young  
CHAIR

Original signed by Sonia Santarossa  
CORPORATE OFFICER

## SCHEDULE A: Juan de Fuca

### 1. Definitions

In this bylaw, as applies to the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission, unless context otherwise requires:

“DIRECTOR” means the Electoral Area Director for Juan de Fuca;

“COMMISSION” means the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission;

### 2. Membership

Despite Section 4 (b) of this Bylaw, membership shall be as follows:

- (a) One (1) individual representing each of the following areas: Port Renfrew, Shirley/Jordan River, Willis Point and Malahat;
- (b) Two (2) individuals representing each of the areas of Otter Point and East Sooke;
- (c) Where representation from the areas within (a) or (b) cannot be achieved, a representative may be selected from the Juan de Fuca Electoral Area.

## **SCHEDULE B: Salt Spring Island**

### **1. Definitions**

~~In this bylaw, as applies to the Salt Spring Island Parks and Recreation Advisory Commission, unless context otherwise requires: —~~

~~“DIRECTOR” means the Electoral Area Director for Salt Spring Island;~~

~~“COMMISSION” means the Salt Spring Island Parks and Recreation Advisory Commission;~~

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4544

A BYLAW TO DISSOLVE THE A LIQUID WASTE DISPOSAL COMMISSION AND TRANSITION TO A
SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION (BYLAW NO. 3693)

WHEREAS:

- A. Under Bylaw No. 4507, "Salt Spring Island Local Community Commission Establishment Bylaw No. 1, 2022", the Regional Board established, after assent of the electors on October 15, 2022, the Salt Spring Island Local Community Commission;
B. Under Bylaw No. 3693, "Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010", the Board established and continued commissions for the administration of Salt Spring Island local water and sewer services, including the Salt Spring Island Liquid Waste Disposal Local Service Commission; and
C. The Board wishes to amend Bylaw No. 3693 to transition to the Salt Spring Island Local Community Commission;

NOW THEREFORE, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

- 1. Bylaw No. 3693, "Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010" is hereby amended as follows:
(a) In section 3, Commissions established, section 3(a), by removing the last row in the table making reference to the Salt Spring Island Liquid Waste Disposal Local Services Committee Bylaw No. 1, 1993 and the Salt Spring Island Liquid Waste Disposal Local Service Commission;
(b) In section 6, removing 6(b)(i) in its entirety;
(c) In section 9, Delegation of Powers and Duties, section 9(a), by:
i. Deleting sub-section (ix) in its entirety;
ii. Revising sub-section (vii), after its terminating semi-colon, by inserting an "and";
iii. Revising sub-section (viii) to delete the words "; and", and replacing them with a period.
(d) In Schedule "A", Section 1, Membership, by deleting section 1(h) in its entirety;
(e) In Schedule "B", Section 1, Description of Services, by deleting section 1(h) in its entirety.
2. This bylaw may be cited for all purposes as "Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010, Amendment Bylaw No. 3, 2023".

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

CHAIR

CORPORATE OFFICER

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 3693**

\*\*\*\*\*  
 A BYLAW TO CONVERT COMMITTEES ESTABLISHED FOR THE ADMINISTRATION OF WATER,  
 SEWER AND LIQUID WASTE DISPOSAL SERVICES ON SALT SPRING ISLAND INTO  
 COMMISSIONS AND TO ESTABLISH A CONSOLIDATED BYLAW FOR EXISTING WATER, SEWER  
 AND LIQUID WASTE DISPOSAL SERVICE COMMISSIONS AND CONVERTED COMMITTEES  
 \*\*\*\*\*

**WHEREAS:**

- A. The Regional Board may establish a Commission under section 176 (1)(g) of the *Local Government Act* to operate Regional District Services, undertake operation and enforcement in relation to the Regional Board’s exercise of its regulatory authority, and manage property or an interest in property held by the Regional District.
- B. The Regional Board established Committees for the administration of water, sewer and liquid waste disposal services on Salt Spring Island and wishes to convert the Committees to Commissions under section 176(l)(g) of the *Local Government Act*.
- C. The Capital Regional District wishes to establish a consolidated bylaw for the administration of Salt Spring Island water, sewer and liquid waste disposal services.

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

- 1. This bylaw includes the Schedules annexed hereto and the Schedules are hereby declared to form part of this bylaw.

2. Interpretation

In this bylaw, unless context otherwise requires:

- (a) “**BUDGET**” means the 5-year financial plan (operating and capital) in respect of a service;
- (b) “**COMMISSION**” means a commission established by the Capital Regional District under this bylaw, or another bylaw of the Capital Regional District;
- (c) “**COMMITTEE**” means a committee established by the Capital Regional District under this bylaw, or another bylaw of the Capital Regional District for the operation of a service referred to in Schedules A to B of this bylaw;
- (d) “**CRD**” means the Capital Regional District;

- (e) **“DIRECTOR”** means the Electoral Area Director for Salt Spring Island;
- (f) **“FINANCIAL OFFICER”** means the person having responsibility for financial administration under section 199 of the *Local Government Act*;
- (g) **“REGIONAL BOARD”** means the Board of Directors of the Capital Regional District
- (h) **“SCHEDULES”** means the schedules or a schedule attached to and forming part of this bylaw; and
- (i) **“SERVICE AREA”** means a service area more particularly described in the Service Establishment bylaws included in Section 9(a) below.

(BL 4371)

3. Commissions Established

- (a) The Committees established under the Committee Establishing Bylaws” listed below in column 1 are continued and renamed as per ‘New, Renamed Commissions” set out in column 2:

<b>Committee Establishing Bylaw</b>	<b>New, Renamed Commission</b>
Beddis Water Service Committee Bylaw No. 1, 2004	Beddis Water Service Commission
Cedars of Tuam Water Service Committee Bylaw No. 1, 2003	Cedars of Tuam Water Service Commission
Fernwood Water Local Service Committee Bylaw No. 1, 2005 & Highland Water and Sewer Committee Bylaw No. 1, 1991	Fernwood and Highland Water Local Service Commission  Maliview Sewer Local Service Commission
Fulford Water Service Committee Bylaw No. 1, 2004	Fulford Water Service Commission
Ganges Sewer Local Services Committee Bylaw, 1991	Ganges Sewer Local Services Commission Services
<del>Salt Spring Island Liquid Waste Disposal Local Services Committee Bylaw No. 1, 1993</del>	<del>Salt Spring Island Liquid Waste Disposal Local Service Commission</del>

(BL 4371, 4544)

- (b) The Water Service Commission established by Cedar Lane Water Service Commission Bylaw No. 1, 2008 is hereby continued and known as the “Cedar Lane Water Service Commission”.
- (c) The Regional Board hereby establishes a Commission in each of the Service Areas named in the Schedules to manage a water, sewer and/or liquid waste service in that Service Area.
- (d) The terms of office of the existing members of the Commissions shall continue until their expiry under Bylaw No. 3247; Bylaw No. 3505; Bylaw No. 3055; Bylaw No. 3252; Bylaw No. 3248; Bylaw No. 1906; Bylaw No. 1936; and Bylaw No. 2119 respectively.

4. Membership

Unofficial Consolidation – Current to March 2023 (includes 3693, 4371, 4544)

(a) Unless otherwise specified in Schedule "A", a Commission shall consist of five (5) members as follows:

- (i) The Director representing the Salt Spring Island Electoral Area; and
- (ii) Four (4) individuals appointed by resolution of the Regional Board and representing the Service Area.

(b) Despite subsection 4(a) and any Schedule to this bylaw, the number of members of a Commission continues to be the number serving as of the date of the adoption of this bylaw until such time as the appointment of members under a previous bylaw expires, at which time the Commission shall consist of five (5) members.

5. Term of Office

(a) The term of office for a member of a Commission other than the Director shall be for a two (2) year period commencing the first day of January following each such appointment or until their successors are appointed.

(b) In the case of the Commission established by Bylaw No. 3505 (Cedar Lane Water Service Commission), the term of office for the members with a term set to expire on April 30th is hereby extended to December 31st of the same year.

6. Nominations

(a) A Commission shall hold an Annual General Meeting on or before the last day of November in each year, to which the owners or residents of real property within a Service Area shall be invited to attend by written notice posted at least 30 days prior to the date of the Annual General Meeting.

(b) A Commission must accept nominations for the members of the Commission to be appointed effective the following 1<sup>st</sup> of January from owners and residents present at the Annual General Meeting, and if more nominations are received than there are positions to fill, the Commission must poll the owners or residents of real property within the Service Area who are present at the meeting.

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~~(i) — Despite subsection 6(b) of this Bylaw, in the Salt Spring Island Liquid Waste Disposal Local Service Area, the nomination for the member of the Commission who is a representative of the Ganges Sewer Local Services Commission or the Highland Water and Sewer Local Services Commission shall be made by the Chairperson of the Ganges Local Service Commission or the Chairperson of the Highland Water and Sewer Commission and a resident or owner in the Maliview sewer area.~~

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~~*(Bylaw 4544)*~~

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(c) The names of persons nominated or the results of the poll under subsection (b) must be forwarded immediately after the Annual General Meeting to the Electoral Area Director of the Regional District.

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7. Appointment

(a) All vacancies on a Commission must be advertised or posted locally at least thirty (30) days prior to the date of the Annual General Meeting.

(b) The Director shall seek recommendations for all appointments from the Commission, but is not

bound by a Commissions recommendation and may consult with other persons.

- (c) The Director must provide the name of a person to the Board to fill a vacancy or in the case of a person whose appointment is to expire.
- (d) Before the 1st of January every year, the Regional Board shall appoint or re-appoint members to a Commission to fill the terms of office of the members whose term expires as of the 31st of December in each year.
- (e) In the event of death, resignation or disqualification of a member of a Commission, the Regional Board shall appoint a successor for the remainder of such member's term.
- (f) The Board may terminate the appointment of a Commission member who fails to attend three (3) consecutive regular meetings without the permission of a Commission.
- (g) Without limiting paragraph (f), the Board may terminate the appointment of a Commission member who moves from the Service Area or ceases to own property in the Service Area where such person has ceased to attend at least one half of the regular meetings of the Commission.
- (h) With regard to the Cedar Lane Water Service Commission:
  - (i) No appointee may serve more than three (3) consecutive terms.
  - (ii) At the request of the Director and under unique circumstances, such as a failure to attract nominations to the commission, the Regional Board may extend a commission member's term beyond the six (6) year limit.

8. Commission Procedure

- (a) A Commission must, at its first meeting in January of each year, by secret ballot, elect a Chairperson from among its members.
- (b) For the conduct of business each member of a Commission shall have one vote.  
*(Bylaw 4371)*
- (c) The rules, policies, procedures and the Delegation Bylaw which govern the Regional Board shall apply to a Commission where applicable.
- (d) Meetings are open to the public.
- (e) A quorum of a Commission is a majority of its members.
- (f) If, as a result of members of a Commission declaring a conflict of interest in relation to a matter, and as a consequence, there is no longer a quorum of members of the Commission to decide on a particular issue, the issue shall be referred to the Regional Board for a decision.

9. Delegation of Powers and Duties

- (a) The Regional Board hereby delegates to a Commission, subject to (a) the policies and procedures of the Regional Board, and (b) limitations in the CRD Delegation Bylaw, administrative powers of the Regional Board with respect to the provision of the Local Service established by the following bylaws:
  - (i) Bylaw No. 3188, "Beddis Water Service Establishment Bylaw No. 1, 2004";
  - (ii) Bylaw No. 3424, "Cedar Lane Water Service Establishment Bylaw No. 1, 2007";
  - (iii) Bylaw No. 3021, "Salt Spring Island Cedars of Tuam Water Service Establishment Bylaw No. 1, 2002";
  - (iv) Bylaw No. 1772, "Fernwood Water Supply Local Service Establishment Bylaw No. 1, 1989" as amended;
  - (v) Bylaw No. 3202, "Fulford Water Service Establishment Bylaw No. 1, 2004" as amended;

- (vi) Bylaw No. 1923, "Salt Spring Island Ganges Sewerage Local Service Establishment Bylaw, 1991" as amended;
- (vii) Bylaw No. 1937, "Highland Water System Local Service Establishment Bylaw No. 1, 1991" as amended; and
- (viii) Bylaw No. 1938, "Maliview Estates Sewerage Local Service Establishment Bylaw No. 1, 1991"; and
- ~~(ix) Bylaw No. 2118, "Salt Spring Island Liquid Waste Disposal Additional Local Service Establishment Bylaw No. 1, 1993" as amended.~~

(Bylaw 4544)\*

- (b) Without limiting the generality of the foregoing, a Commission shall recommend policies governing the provision and operation of the service including the recommendation of levels of user charges, frontage taxes or parcel taxes to be established by bylaw of the Regional Board. The operational functions of the local service shall be performed by the staff of the CRD or by contract through the CRD.
- (c) Despite subsection 9(a) above, or any Schedule of this bylaw, the Regional Board retains the right of approval of operational rules, procedures and policies and the levels of taxes, fees and other charges to be established by bylaw of the Regional Board.

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#### 10. Budget

Before the end of November of each year, a Commission shall be presented with a five year operating and capital budgets for the services provided in the Service Area which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, and shall submit such expenditure estimates, together with estimates for expected revenue, in a form approved by the Financial Officer of the CRD for the approval of the Regional Board and for inclusion in the Regional Board's preliminary and annual budgets.

#### 11. Unauthorized Expenditures

A Commission shall not authorize any expenditure other than an expenditure provided for in the Budget as included in the approved financial plan of the CRD.

#### 12. Borrowing and Additional Funding

A Commission shall not accept funds advanced from any source other than the CRD without prior approval from the CRD.

13. Facilities and Equipment

Any facilities or equipment acquired by a Commission in its administrative capacity shall be acquired in the name of the CRD, shall be the property of the CRD and shall not be disposed of without the approval of the CRD.

14. Contracts

A Commission shall not enter into contracts on behalf of the CRD except:

- (a) Where the Commission has been granted authority to do so under the Delegation Bylaw; and
- (b) In the name of the CRD.

15. Repeal

- (a) Bylaw No. 3247, cited as "Beddis Water Service Committee Bylaw No. 1, 2004" is hereby repealed;
- (b) Bylaw No. 3505, cited as "Cedar Lane Water Service Commission Bylaw No. 1 2008" is hereby repealed;
- (c) Bylaw No. 3055, cited as "Cedars of Tuam Water Service Committee Bylaw No. 1, 2003" is hereby repealed;
- (d) Bylaw No. 3252, cited as "Fernwood Water Local Service Committee Bylaw No. 1 2005" is hereby repealed;
- (e) Bylaw No. 3248, cited as "Fulford Water Service Committee Bylaw No. 1, 2004" is hereby repealed;
- (f) Bylaw No. 1906, cited as "Ganges Sewer Local Services Committee Bylaw, 1991" and any amendments thereto are hereby repealed;
- (g) Bylaw No. 1936, cited as "Highland Water and Sewer Committee Bylaw No. 1, 1991" is hereby repealed; and
- (h) Bylaw No. 2119, cited as "Salt Spring Island Liquid Waste Disposal Local Services Committee Bylaw No. 1, 1993" is hereby repealed.

16. Citation

This bylaw may be cited as "Salt Spring Island Water, Sewer and Liquid Waste Disposal Commissions Bylaw No. 1, 2010.

READ A FIRST TIME THIS	14th	day of	April	2010
READ A SECOND TIME THIS	14th	day	April	2010
READ A THIRD TIME THIS	14th	day of	April	2010
ADOPTED THIS	14th	day of	April	2010

CHAIR

CORPORATE OFFICER

**Schedule "A"**

1. Membership

In accordance with Section 4 of this bylaw, the Commission shall consist of:

- (a) In the Beddis Water Service Commission Service Area, the Commission shall consist of the Director plus four (4) other persons to be appointed by resolution of the Regional Board as follows:
  - (i) Three (3) members must be owners of real property within the Service Area; and
  - (ii) One (1) member may be a resident or an owner of real property within the Service Area or another person who is prepared to represent the Service Area.
- (b) In the Cedar Lane Water Service Commission Service Area, the Commission shall consist of the Director plus three (3) other persons appointed by resolution of the Regional Board who are residents or owners of real property within the Service Area or another person who is prepared to represent the Service Area.
- (c) In the Cedars of Tuam Water Service Commission Service Area, the Commission shall consist of the Director plus two (2) other persons appointed by resolution of the Regional Board as follows:
  - (i) One (1) member must be an owner of real property within the Service Area; and
  - (ii) One (1) member may be a resident or an owner of real property within the Service Area or another person who is prepared to represent the Service Area.
- (d) The Fernwood and Highland Water Service Commission, administering the Fernwood Water Local Service Area and the Highland Water Local Service Area, shall consist of the Director plus four (4) other persons appointed by resolution of the Regional Board as follows:
  - (i) Three members shall be resident electors of the Highland Water Local Service Area or the Fernwood Water Local Service Area; and
  - (ii) One member shall be a resident elector of the Salt Spring Island Electoral Area.

*(Bylaw 4371)*
- (e) In the Fulford Water Service Commission Service Area, the Commission shall consist of the Director plus four (4) other persons appointed by resolution of the Regional Board as follows:
  - (i) Three (3) members must be owners of real property within the Service Area; and
  - (ii) One (1) member may be a resident or an owner of real property within the Service Area or another person who is prepared to represent the Service Area,
- (f) In the Ganges Sewer Local Services Commission Service Area, the Commission shall consist of the Director plus five (5) other persons to be appointed as follows:

- (i) Four (4) members shall be resident electors or owners of a business within the Service Area; and
- (ii) One (1) member shall be a resident elector or owner of a business within the Electoral Area of Salt Spring Island.
- (iii) Despite Subsections (i) and (ii) above, one of the five members appointed by the Regional Board may be an employee or a member of a board of a school district, a hospital or a community care facility which owns or manages property within the Service Area, provided the employee is a resident elector of the CRD.

(g) The Maliview Sewer Local Service Commission, administering the Maliview Sewer Local Service Area, shall consist of the Director plus (three) other persons appointed by resolution of the Regional Board as follows:

- (i) Two (2) members shall be resident electors of the Maliview Sewer Local Service Area; and
- (ii) One (1) member shall be a resident elector of the Salt Spring Island Electoral Area.

(Bylaw 4371)

~~(h) In the Salt Spring Island Liquid Waste Disposal Local Service Commission Service Area, the Commission shall consist of the Director plus five (5) other persons to be appointed as follows:~~

- ~~(i) The five (5) members shall be persons entitled to vote on Salt Spring Island for the Electoral Area Director.~~
- ~~(ii) A minimum of one (1) member of the Commission shall be a member of the Ganges Sewer Local Services Commission and one (1) shall be a member of the Highland Water and Sewer Local Services Commission who shall be qualified to remain members of the Commission so long as they hold office.~~

(Bylaw 4544)

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**Schedule "B"**

1. Description of Services

- (a) The Beddis Water Service Commission operates a service for the supply, conveyance, treatment, storage and distribution of water within the Beddis Water Service Area, as more particularly described in Bylaw No. 3188, "Beddis Water Service Establishment Bylaw No. 1, 2004".
- (b) The Cedar Lane Water Service Commission operates a service for the supply, conveyance, treatment, storage and distribution of water within the Cedar Lane Service Area, as more particularly described in Bylaw No. 3424, "Cedar Lane Water Service Establishment Bylaw No. 1, 2007".
- (c) The Cedars of Tuam Water Service Commission operates a service for the supply, conveyance, treatment, storage and distribution of water within the Cedars of Tuam Local Service Area, as more particularly described in Bylaw No. 3021, "Salt Spring Island Cedars of Tuam Water System Service Establishment Bylaw No. 1, 2002".
- (d) The Fernwood and Highland Water Service Commission operates services for the supply, conveyance, treatment, storage and distribution of water within the Fernwood Water Local Service Area, more particularly described in Bylaw No. 1772, "Fernwood Water Supply Local Service Establishment Bylaw No. 1, 1989" and any amendments thereto, and in the Highland Water Local Service Area, more particularly described in Bylaw No. 1937, "Highland Water System Local Service Establishment Bylaw No. 1, 1991" and any amendments thereto;

(Bylaw 4371)

- (e) The Fulford Water Service Commission operates a service for the supply, conveyance, treatment, storage and distribution of water within the Fulford Water Service Area, as more particularly described in Bylaw No. 3202, "Fulford Water Service Establishment Bylaw No. 1, 2004" and any amendments thereto.
- (f) The Ganges Sewer Local Services Commission operates a service for the collection, conveyance, treatment and disposal of sewage within the Ganges Sewer Service Area, as more particularly described in Bylaw No. 1923, "Salt Spring Island Ganges Sewerage Local Service Establishment Bylaw, 1991" and any amendments thereto.
- (g) The Maliview Sewer Local Service Commission operates a service for the collection, conveyance, treatment and disposal of sewage within the Maliview Sewer Local Service Area, as more particularly described in Bylaw No. 1938, "Maliview Estates Sewerage Local Service Establishment Bylaw No. 1, 1991".

(Bylaw 4371)

~~(h) The Salt Spring Island Liquid Waste Disposal Local Service Commission operates a service for the collection, treatment and disposal of septage and sewage sludge with wood waste within the Salt Spring Island Liquid Waste Disposal Local Service Area, as more particularly described in Bylaw No. 2118, "Salt Spring Island Liquid Waste Disposal Additional Local Service Establishment Bylaw No. 1, 1993" and any amendments thereto.~~

~~(Bylaw 4544)~~

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# Terms of Reference



## Ganges Harbour Walk Project Steering Committee

### PREAMBLE

The Capital Regional District (CRD) Ganges Harbour Walk Project Steering Committee is an advisory committee established by the CRD Board and will oversee and make recommendations to the to the Salt Spring Island ~~Parks and Recreation~~ Local Community Commission (SSIPARC-LCC) regarding matters related to the construction of the Ganges Harbour walk.

The Committee's official name is to be:

Ganges Harbour Walk Project Steering Committee (GHWPSC)

### 1.0 PURPOSE

The mandate of the Committee includes overseeing and making recommendations to the SSIPARC-LCC regarding the following:

- Responsible for securing permanent funding for the development and construction of the project by way of fund raising, grant writing, and if necessary, championing referendum financing process.
- Ensures value for the project by achieving a return on investment by:
  - Completing project on time and on budget;
  - Future annual maintenance and operating costs, including life cycling costing are minimized;
  - Enhancing the safety, aesthetics, and accessibility of the harbour walk; and
  - Meeting community needs and objectives for years to come
- Provide the Project Manager with requirements concerning decisions or policies that may impact scope or project outcomes.
- Provide advice and feedback on scope, schedule, cost and quality concerns, or guidance on project priorities that arise during the planning, design and implementation of the project.
- Provide issue resolution on other matters referred to the Committee by the Project Manager and/or staff liaison.
- Facilitate project approvals at key milestones: procurement awards, site and engineering assessment, design development.
- Provide the Project Construction Manager with advice and direction where appropriate concerning site priorities for renovation/upgrade of the existing boardwalk structure or realignment and joining the boardwalk to Pecks Cove Park and southern entrance to the harbour walk.

## 2.0 ESTABLISHMENT AND AUTHORITY

- The Committee in an advisory capacity will make recommendations ~~through to the SSIPARC LCC to the Board for review, comment, and decision~~ on matters impacting a change in scope, financing, or procurement award as required in the CRD Procurement Policy.
- The ~~Board LCC~~ Chair will appoint the Committee Chair and Committee members for the duration of the project as per section 3.0.
- Upon completion of the project the Committee will be disbanded.

## 3.0 COMPOSITION

- Committee members will be appointed as follows:
  - Salt Spring Island Electoral Area Director
  - One LCC commissioner, nominated by the LCC
  - One Salt Spring Island Trustee nominated by the Local Trust Committee
  - ~~The Chair or designate, of Salt Spring Island Transportation and Transit Commission~~
  - ~~The Chair or designate, of the Salt Spring Island Parks and Recreation Commission~~
  - One Board member nominated by the Salt Spring Island Chamber of Commerce.
  - One member at large nominated by the Salt Spring Island Electoral Area Director.

## 4.0 PROCEDURES

- The Committee shall meet as needed or at the call of the Committee Chair, in consultation with the staff liaison.
- The agenda will be finalized in consultation between staff liaison and the Committee Chair, and any Committee member may request that a matter be placed on the agenda.
- For meetings to proceed a quorum of the committee will be required to be in attendance to conduct committee business. A quorum is a minimum of ~~four~~ three members.
- With the approval of the Committee Chair ~~and Electoral Area Director~~, committee matters of an urgent or time sensitive nature may be forwarded to ~~Electoral Area Services Committee and Board LCC~~ for consideration.

## **5.0 RESOURCES AND SUPPORT**

- The Salt Spring Island Senior Manager will act as liaison to the Committee.
- The Salt Spring Island Electoral Area Administrative division will provide administrative support as required; and prepare and distribute minutes and agendas.
- A Project Construction Manager will be assigned by the CRD to lead the team responsible for achieving the project scope, objectives, change and issue management, risk assessment, procurement, and communication on project status, including problems and issues that require the Committee direction.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, FEBRUARY 15, 2023**

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**SUBJECT**     **Central Saanich Request for CRD Carbon-based Budget Policy**

**ISSUE SUMMARY**

To seek direction on adopting a carbon-based budget policy.

**BACKGROUND**

The District of Central Saanich submitted a letter to the Capital Regional District (CRD) Board requesting, “that the CRD adopt a policy of carbon budgeting as part of its budget cycle, intending to provide CRD member local governments with their estimated annual carbon budgets” (Appendix A).

Carbon budgeting is one way to assess, plan and communicate approaches for reducing greenhouse gas (GHG) emissions. It essentially articulates how much carbon pollution a jurisdiction has left to emit in order to stay within 2C or 1.5C global warming and achieve net-zero targets. This approach was first introduced as part of the United Nations 2015 Paris Accord, and further detailed within the 2018 Intergovernmental Panel on Climate Change’s (IPCC) special report, at the global scale.

Employing a carbon budget at a sub-global scale is a relatively novel exercise. On a national level, the United Kingdom (UK) has used a carbon budget since the 2008 *Climate Change Act* was passed, with broad political support. The budget legally restricts the amount of GHG emissions the UK can emit in a five-year period and influences national policy decisions. On a sub-national scale, the City of Oslo in Norway, and the City of Edmonton have also applied the concept. Oslo’s carbon budget was introduced as part of the overall city budget. The City of Edmonton presented a carbon budget alongside its 2022 financial plan. This essentially estimates increased GHG emissions or reductions that will result from proposed projects, programs, initiatives or operating processes. See Appendix B for further information on carbon budgeting.

Neither the CRD nor any local government within the region currently utilize a carbon budgeting framework. Rather, the CRD (and many local governments) have used its emission targets to identify key initiatives that are required to achieve GHG reduction targets in their organizations and across their communities. The CRD produces a regional and local government community GHG inventory every two years to support communities in undertaking this work. Corporately, the CRD is advancing various policies and procedures to embed a climate lens in corporate decision making, in line with its Climate Action Strategy.

Carbon budgeting is an emerging field and local governments across North America are reportedly investigating the application of this accounting framework.

**ALTERNATIVES**

*Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board:  
That the CRD not adopt a policy of carbon budgeting as part of its budget cycle but continue to

monitor progress in carbon budget methodologies and implications on CRD planning processes and share learnings with local governments through the CRD Inter-Municipal Working Group and Task Force, as appropriate.

*Alternative 2*

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

**IMPLICATIONS**

*Environmental & Climate Implications*

Carbon budgeting is a tool to incorporate GHG emissions implications into administrative decision-making and support sustainable development in the region. Actual GHG reduction results depend on incorporating the proposed programs, initiatives and capital expenditures within the financial plan.

Corporately, key GHG reduction initiatives have been identified through GHG and energy use monitoring and studies and implementation actions have been highlighted in the CRD Climate Action Strategy. Advancement of these initiatives will be considered in future service planning processes. Successfully implementing a carbon budget requires alignment and collaboration with all other levels of government.

*Intergovernmental Implications*

Setting carbon budgets means making choices: about how much carbon in the atmosphere is too much; about risk tolerance; and about what is our fair share. All examples of carbon budgeting have used the 2018 IPCC Special Report on Global Warming of 1.5C (SR15) as the basis for making those choices. Many local governments in the capital region have targets based on the IPCC's SR15 report, which provides a common basis for calculating a carbon budget, but not all local governments in the region have established targets that align. This means that the CRD would either have to create a common framework that does not align with some local targets, or create a series of budgets that do not align with each other. These questions of fairness and authority over local decisions are challenging and may require significant time to resolve at the regional government level.

*Financial Implications*

Based on the level of complexity this would introduce into decision making, additional coordination of project information within the CRD and level of integration to member municipalities within the region, staff would need to undertake a business case to better define the financial implications of implementing a carbon budgeting approach at the CRD and on behalf of member municipalities.

Additionally, this would not address the impact and cost to each local government's current decision making and budgeting process to align to their respective carbon budgets.

*Service Delivery Implications*

The CRD does not have the current staff resources to complete a carbon budgeting exercise like those undertaken in other jurisdictions. Delivering on these commitments would require the CRD to seek external resources to complete the work.

*Alignment with Existing Plans & Strategies*

The CRD Climate Action Strategy (2021-2025) includes a goal to integrate climate action priorities at all levels of the decision-making process across the organization. It includes actions to operationalize standardized frameworks for climate action planning and evaluation, advancing corporate climate policies, and support staff in capacity building and coordination. While carbon-based budgeting was not explicitly noted as a priority action, it does align with the intentions of this goal area.

**CONCLUSION**

The District of Central Saanich requested that the CRD adopt a policy of carbon budgeting as part of its budget cycle and provide the region’s local governments with their estimated annual carbon budgets. Carbon budgeting is one tool to support climate action focused decision making. Carbon budgeting is an emerging field; as such, it would require additional resources for the CRD, and support from local governments to implement at this time. As more jurisdictions across North America advance carbon budgeting, staff will continue to stay apprised of these frameworks and work with local government staff to consider how this may be best utilized within the CRD and across the region.

**RECOMMENDATION**

The Environmental Services Committee recommends to the Capital Regional District Board: That the CRD not adopt a policy of carbon budgeting as part of its budget cycle but continue to monitor progress in carbon budget methodologies and implications on CRD planning processes and share learnings with local governments through the CRD Inter-Municipal Working Group and Task Force, as appropriate.

Submitted by:	Nikki Elliott, Manager, Climate Action Programs
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Central Saanich Letter to CRD Board – November 8, 2022
- Appendix B: Summary and History of Carbon Budgeting

Good afternoon,

Please find attached a letter from the District regarding a Council motion on carbon based budgeting.

Regards,

**Emilie Gorman** (she/her)  
Director of Corporate Services/Corporate Officer  
District of Central Saanich  
250.544.4202 | CentralSaanich.ca



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*We gratefully acknowledge that the ancestral land on which we work are within the traditional territories of the W̱SÁNEĆ peoples: W̱JŌŁŁP (Tsartlip), BOKÉĆEN (Pauquachin), S̱ÁUTW (Tsawout), W̱SIKEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.*

The information contained in this transmission may contain privileged and confidential information of the District of Central Saanich. It is intended for review only by the person(s) named above. Dissemination, distribution or duplication of this communication is strictly prohibited by all recipients unless expressly authorized otherwise. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message. Thank you.



November 8, 2022

File No. 0400-60/22

Kristen Morley  
Corporate Officer/General Manager, Corporate Services  
Via email: [kmorley@crd.bc.ca](mailto:kmorley@crd.bc.ca)

Dear Ms. Morley:

**Re: Request for CRD Carbon Based Budgeting Policy**

---

At the Council meeting of October 3, 2022, the District of Central Saanich passed the following motion:

*WHEREAS the City of Edmonton is showing leadership by integrating carbon budgeting into their budget cycle;*

*WHEREAS both Central Saanich Council and the CRD declared a climate emergency, showing the highest level of concern about climate change;*

*WHEREAS the CRD Climate Action Inter-Municipal Task-Force has deliberated and voted on asking the CRD to investigate carbon budgeting; and*

*WHEREAS this resolution from Central Saanich to the CRD board is to have the CRD pursue a process of quantifying and tracking a carbon budget for each CRD municipality.*

*THEREFORE BE IT RESOLVED that the District of Central Saanich Council submit the following motion to the CRD board for its deliberation: "That the CRD adopt a policy of carbon budgeting as part of its budget cycle, intending to provide CRD member local governments with their estimated annual carbon budget."*

Should you have any questions with respect to the above, please do not hesitate to contact the undersigned by phone at 250-544-4202 or by email at [Emilie.Gorman@csaanich.ca](mailto:Emilie.Gorman@csaanich.ca).

Regards,

Emilie Gorman  
Director of Corporate Services/Corporate Officer

Cc: Christine Culham, Chief Administrative Officer, Central Saanich

## SUMMARY AND HISTORY OF CARBON BUDGETING February 2023

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The concept of a carbon budget is linked to the United Nations 2015 Paris Accord and was further detailed by the 2018 Intergovernmental Panel on Climate Change's (IPCC) Special Report on Global Warming of 1.5C (SR15). The SR15 estimated that for a 50% chance of avoiding global warming of 1.5 Celsius, the global community would need to limit remaining emissions to 580 gigaton of carbon dioxide (GtCO<sub>2</sub>), which was equivalent of 14 years of emissions. However, because of persistently high emissions, the global carbon budget as of 2023 was 380 GtCO<sub>2</sub>, with a 50% chance of avoiding 1.5 Celsius increase in temperatures.

The idea that the global community only has a limited budget of carbon that we can collectively emit has been utilized by a handful of jurisdictions around the world to support decision making on climate action. On a national scale, the United Kingdom has employed a carbon budget since the 2008 *Climate Change Act* was passed with broad political support. On a sub-national scale, the City of Oslo (Oslo) in Norway, and the City of Edmonton (Edmonton) have also applied the concept.

### City of Oslo

Oslo's carbon budget (that it calls a 'Climate Budget') was introduced as an "integral component" of the overall city budget. Oslo creates the climate budget alongside its capital budget to identify the impact of different projects, as well as the national and regional measures that directly contribute to emission reductions. The 2022 Oslo Climate Budget outlined aggressive reductions that go beyond the reductions the SR15 estimates required "to do more than their fair share", according to Oslo Governing Mayor, Raymond Johansen. The Oslo Climate Budget sets an annual "cap" on emissions and commensurate funds to pay for reductions. Oslo's ability to implement an ostensibly effective carbon budget is partly thanks to favourable conditions and governance structures. Local governments are the only subnational level of government in Norway and can collect direct and indirect taxes.

Find the City of Oslo's 2022 Climate Budget here:

[https://www.klimaoslo.no/collection/oslos-climate-budget-2022/#:~:text=The%20Climate%20Budget%20presents%20reduction,\(proposition%20109%2F20\)](https://www.klimaoslo.no/collection/oslos-climate-budget-2022/#:~:text=The%20Climate%20Budget%20presents%20reduction,(proposition%20109%2F20))

### City of Edmonton

Edmonton recently employed a carbon budget framework for the years 2023-2026 and introduced it along with its 2022 financial plans. Edmonton has used the "Convergence and Contraction" theory of global emission reduction, which considers responsibility, capacity and equality. Under this theory, wealthier cities are responsible for more historical emissions and are thus responsible for more per capita emission reductions, whereas developing cities are responsible for less. This influences the per capita emissions target under the carbon budget, with an overall target to converge at 3.2 tonnes per person by 2030. From 2030, all cities target to decrease emissions until 2050 to a per capita emissions rate of 0 tonnes. For reference, the capital region per capita emissions in 2020 were 4.2 tonnes per person/year. Edmonton's per capita emissions were approximately 15 tonnes per person/year in 2020.

In Edmonton's case, all capital and operating service budget requests were assessed for both qualitative carbon inputs and detailed quantitative carbon impacts, where possible. It also includes unfunded budget items noted within its energy transition strategy and recognizes these GHG emissions will need to be included in future carbon budget reporting once project details progress.

The impact of Edmonton's capital budget is significant, with a projected emissions reduction of 140,000 tonnes over the next four years. Despite this, Edmonton forecasted an annual carbon budget deficit of 12.95 Megatonnes of carbon dioxide by 2050. The City of Edmonton, as a Canadian local government, is more limited than Oslo in terms of revenue generation. For example, Oslo has broader tax and regulatory authorities, similar to Canadian provincial governments. Edmonton noted in its 2022 Carbon Budget report that "municipal funding will have limited impact to meet community emissions targets".

The cost of implementing a carbon budget in Edmonton was significant. For a city of just over one million people, Edmonton staff estimated that the carbon budget required four-five full-time equivalents for a period of six months to complete.

Edmonton is one of the first municipalities in Canada to incorporate a carbon budget into its financial planning process. Edmonton acknowledges that the effort will evolve as staff apply learnings and the organization's process matures.

Find the City of Edmonton's Carbon Budget 2023-2026 here:

<https://pub-edmonton.escribemeetings.com/filestream.ashx?DocumentId=168092>.



**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, MARCH 29, 2023**

**SUBJECT**     **Solid Waste Advisory Committee – Motions of March 3, 2023**

**ISSUE SUMMARY**

To present the motions that were made by the Solid Waste Advisory Committee on March 3, 2023.

**BACKGROUND**

At its March 3, 2023 meeting, the Solid Waste Advisory Committee reviewed results of the 2022 Solid Waste Stream Composition Study and, in response, passed the following three motions:

1. *The Solid Waste Advisory Committee recommends to the Environmental Services Committee to recommend to the Capital Regional District Board:  
That staff be directed to explore mandatory curbside organics collection from the municipalities around the region.*
2. *The Solid Waste Advisory Committee recommends to the Environmental Services Committee to recommend to the Capital Regional District Board:  
That staff be directed to develop and implement policies around diversion programs on wood and wood products, and construction and demolition waste diversion.*
3. *The Solid Waste Advisory Committee recommends to the Environmental Services Committee:  
That staff be directed to prioritize the reduction and reuse categories in the Solid Waste Management Plan to assist in reaching the waste disposal goals.*

**CONCLUSION**

In response to the 2022 Solid Waste Stream Composition Study, the Solid Waste Advisory Committee made three motions for consideration by the Environmental Service Committee. Two of the motions – prioritizing reduction and reuse in line with the waste reduction hierarchy, and implementing/accelerating policy around reduction of wood, wood products and construction and demolition waste – align with the Solid Waste Management Plan and existing and upcoming activities of the solid waste service. The first motion, mandating region-wide curbside organics, is not included within the Solid Waste Management Plan; however, if directed, staff could investigate the initiative and return to the committee later in 2023 with a feasibility report.

**RECOMMENDATION**

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

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



Making a difference...together

## REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 12, 2023

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**SUBJECT**     **Public Hearing Report on Bylaw No. 4519, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”**

### **ISSUE SUMMARY**

To receive the Report of the Public Hearing held March 7, 2023, for proposed Bylaw No. 4519, and to consider Bylaw No. 4519 for third reading and adoption.

### **BACKGROUND**

At its meeting of February 8, 2023, the Capital Regional District (CRD) Board gave first and second reading to Bylaw No. 4519, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4519.

Bylaw No. 4519 (Appendix A) will amend Bylaw No. 2040, “Juan de Fuca Land Use Bylaw, 1992”, by deleting the subject property from the Rural Residential 2A (RR-2A) zone and adding to the Rural Residential 1 (RR-1) zone for the purposes of dissolving the strata and allowing subdivision.

A public hearing was held for Bylaw No. 4519 on March 7, 2023. Two members of the public attended the hearing electronically. No written submissions were received in response to the notice of public hearing. The Report of the Public Hearing is attached (Appendix B).

### **ALTERNATIVES**

#### *Alternative 1*

- 1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4519, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 7, 2023, for Bylaw No. 4519, be received;
- 2) That Bylaw No. 4519 be read a third time; and
- 3) That Bylaw No. 4519 be adopted.

#### *Alternative 2*

That the minutes that form the Report of the Public Hearing for Bylaw No. 4519, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 7, 2023, for Bylaw No. 4519, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”, be received.

## **IMPLICATIONS**

### *Regional Growth Strategy Implications*

Section 445 of the *Local Government Act* requires that all bylaws adopted by a regional district board after the board has adopted a Regional Growth Strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the Shirley-Jordan River Official Community Plan (OCP) area is consistent with the OCP, it does not proceed to the full CRD Board for a determination of consistency with the RGS. The proposed rezoning is consistent with the policies of the Shirley-Jordan River OCP.

### *Referral Process Implications*

Bylaw No. 4519 was referred to external agencies, the Shirley-Jordan River Advisory Planning Commission (APC) and to CRD departments in October 2022. Referral comments were returned and the CRD Board gave first and second reading to Bylaw No. 4519 at its meeting on February 8, 2023.

### *Land Use Implications*

The subject property is located at 12051 West Coast Road and 3692 Waters Edge Drive in Jordan River. The abutting parcels to the west and south are subject to the RR-2A zone, the parcel on the opposite side of Waters Edge Drive is subject to the Resource Land (RL) zone, and a large 130.8 ha property on the north side of West Coast Road is split-zoned Wildwood Terrace Neighbourhood Commercial (C-1A) and Wildwood Terrace 4 (WT-4). The Shirley-Jordan River OCP, Bylaw No. 4001, designates the subject property as Pacific Acreage. The intent of the Pacific Acreage land use designation is to support residential uses, suites and duplexes as affordable housing options, home based businesses, agriculture, and small-scale commercial and tourism activities. Supported parcel sizes are generally on parcels in the 2 ha range, which is larger than the proposed minimum parcel size. The Shirley-Jordan River OCP does not designate any development permit areas on the subject building strata property.

Notwithstanding the development policies for the Pacific Acreage designation, the Shirley-Jordan River OCP allows for consideration of rezoning applications of building strata properties for subdivision, provided that the subject strata was registered prior to the adoption of the OCP. In particular, the OCP stipulates that the total number of parcels that can be created as a result of such a rezoning application must be equivalent to the number of existing dwellings. Registration of the subject building strata occurred in April 2010, prior to adoption of the Shirley-Jordan River OCP in July 2018. Proposed Bylaw No. 4519 deletes the property from the RR-2A zone and adds it to the RR-1 zone. Such an amendment is consistent with the OCP.

The CRD Board gave the bylaw second reading, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4519 at its meeting of February 8, 2023. In light of the absence of comment from the public at the public hearing, staff recommend that the proposed bylaw be given third reading and adopted.

## **CONCLUSION**

The purpose of Bylaw No. 4519 is to amend the Juan de Fuca Land Use Bylaw No. 2040 by rezoning the subject property from RR-2A to RR-1 for the purposes of dissolving the existing strata and allowing subdivision. Proposed Bylaw No. 4519 has been read a second time, and a public hearing for Bylaw No. 4519 was held on March 7, 2023. Staff recommend Alternative 1:

that the minutes of the public hearing be received, and that the proposed bylaw be given third reading and adopted.

**RECOMMENDATIONS**

- 1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4519, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 7, 2023, for Bylaw No. 4519, be received;
- 2) That Bylaw No. 4519 be read a third time; and
- 3) That Bylaw No. 4519 be adopted.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, Juan de Fuca Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Proposed Bylaw No. 4519
- Appendix B: Report of the Public Hearing March 7, 2023

Appendix A: Proposed Bylaw No. 4519

CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4519

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

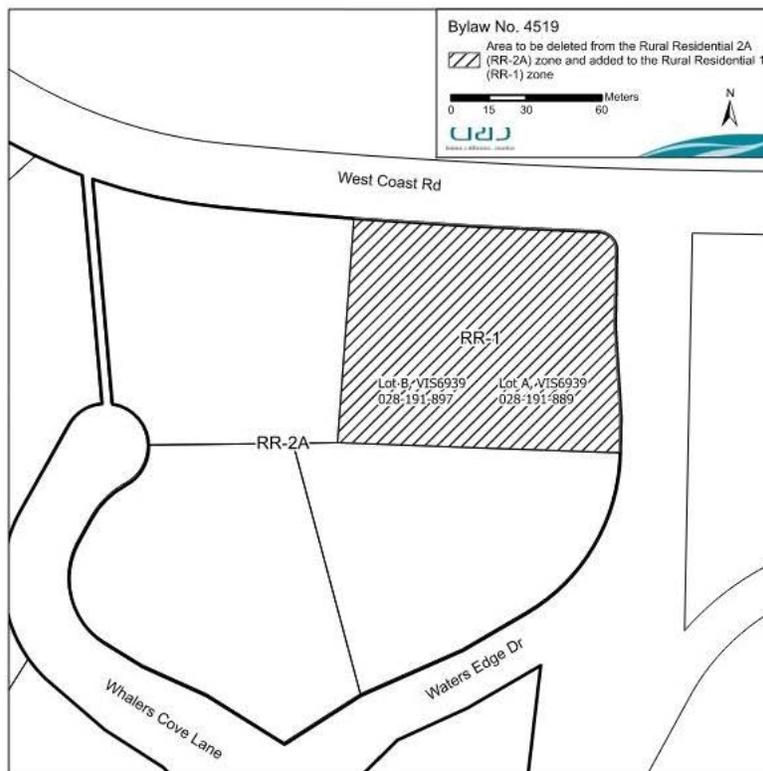
The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE B, Map No. 3 – SHIRLEY JORDAN RIVER ZONING

- (a) By deleting Strata Lot A and Strata Lot B, Section 2, Renfrew District, Plan V156939, Together with an interest in the Common Property in Proportion to the Unit Entitlement of the Strata Lots as Shown on Form V, from the Rural Residential 2A (RR-2A) zone and adding to the Rural Residential 1 (RR-1) zone, as shown on Plan No. 1.

Plan No. 1 of Bylaw No. 4519, an amendment to Bylaw No. 2040



CRD Bylaw No. 4519

2

2. This bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022".

READ A FIRST TIME THIS 8th day of February, 2023.

READ A SECOND TIME THIS 8<sup>th</sup> day of February, 2023.

READ A THIRD TIME THIS day of, 2023.

ADOPTED THIS day of, 2023.

\_\_\_\_\_  
CHAIR

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

Appendix B: Report of the Public Hearing

**REPORT OF PUBLIC HEARING**

held at the Juan de Fuca Local Area Services Building  
3-7450 Butler Road, Otter Point, BC  
March 7, 2023, at 7:00 pm

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**SUBJECT:** **BYLAW NO. 4519**, cited as “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 159, 2022”

**PRESENT:** **Director A. Wickheim**, Chair by Resolution of the Capital Regional District Board on Wednesday, February 8, 2023  
**CRD Staff:** I. Lawrence, Senior Manager, Juan de Fuca Local Area Services (EP);  
W. Miller, Recorder

**PURPOSE OF THE HEARING:**

Bylaw No. 4519 will amend Bylaw No. 2020, "Juan de Fuca Land Use Bylaw, 1992," by deleting the subject property from the Rural Residential 2A (RR-2A) zone and adding to the Rural Residential 1 (RR-1) zone for the purposes of dissolving the strata and allowing subdivision.

**NOTICE:** Notices were inserted in two (2) consecutive issues of the Sooke News Mirror appearing on February 23 and March 2, 2023.

**ATTENDANCE:** 2 EP

EP – Electronic Participation

The Chair provided a Territorial Acknowledgement.

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

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

I. Lawrence reported that at the close of the working day no submissions were received in response to the notice of public hearing.

The Chair called three times for further discussion on the bylaw and hearing none, closed the public hearing on Bylaw No. 4519 at 7:04 pm.

CHAIR, Director A. Wickheim
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## REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, APRIL 05, 2023

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**SUBJECT**     Implications of Proposed Changes to Land Banking and Housing Service

### **ISSUE SUMMARY**

The Housing and Hospitals Committee (HHC) requested implications associated with increasing the allowable requisition of the Land Banking and Housing (LBH) Service by \$5 million to enable debt financing of up to \$85 million.

### **BACKGROUND**

At the March 1, 2023 meeting of the HHC, the following motion was passed:

*That the HHC direct staff to report back on the implications of the following:*

- a) Amend Bylaw No. 3712, the LBH Service (Service No. 1.310) to increase the allowable annual requisition by \$5 million; and*
- b) Create a loan authorization bylaw to enable the financing of up to \$85 million from the additional \$5 million requisition.*

Under Bylaw No. 3712, “Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010”, the service may purchase land, buildings, leases, and other assets for the purposes of housing. The Capital Regional District (CRD) may currently requisition up to approximately \$5 million annually (based on assessments) under Bylaw No. 3712. Through approved service plan commitments made primarily through the Regional Housing First Program (RHFP), the current 2023 requisition is \$1.4 million and is forecasted to increase to \$5 million in subsequent years. Any new initiatives and incremental resourcing above the approved service plan will require an increase to the maximum requisition, which must be done by amendment to the service establishment bylaw. Borrowing requires a loan authorization bylaw.

### **IMPLICATIONS**

#### *Legislative Implications*

Both establishing bylaw amendments and loan authorization bylaws require elector approval, typically undertaken for region-wide services by Alternative Approval Process (AAP). Elector approval can also be done by referendum or assent vote, which is a costly process, starting at \$100,000; or by municipal consent on behalf with an alternative approval process in the electoral areas. Where a service establishing bylaw is amended at the same time as a loan authorization bylaw is passed, both processes are expected to be done together. The timeline for elector approval processes is at least three to six months, not including the eight weeks of waiting on Provincial approval of the assent method and the approval of the loan authorization bylaw.

*Financial Implications*

Based on the Municipal Finance Association of BC's current indicative interest rate of 4.2%, the annual debt servicing cost of \$85 million over a term of 30 years is estimated to be \$5 million. Actual borrowings and the amount of annual debt repayment will be based on the amount and timing of cash flows; impacting requisition only when amounts are borrowed.

The current maximum requisition levy is set at a property tax value rate is \$0.031 per one thousand value of assessed land and building property assessments. This would need to double to \$0.062 to accommodate the increase in maximum levy by another \$5 million. An increase of \$5 million would result in an annual increase of approximately \$26 per household (approximated using regional assessment values) or a 6% increase in the regional consolidated requisition.

**CONCLUSION**

The current requisition capacity of Bylaw No. 3712 is fully committed to approved initiatives. New initiatives and resourcing will require an establishing bylaw amendment and a loan authorization bylaw. The amendment and creation of both bylaws requires Inspector of Municipalities approval and elector assent. To service the \$85-million borrowing proposed would be approximately \$26 per household annually.

**RECOMMENDATION**

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

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

None



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## REPORT TO REGIONAL PARKS COMMITTEE MEETING OF WEDNESDAY, MARCH 22, 2023

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**SUBJECT**     **Bylaw No. 4545: Amendment to the CRD Parks Services and Facilities Fees and Charges Bylaw No. 3675**

### **ISSUE SUMMARY**

To amend the Capital Regional District (CRD) Parks Services and Facilities Fees and Charges Bylaw No. 3675, Schedule A.

### **BACKGROUND**

Schedule A of the CRD Parks Services and Facilities Fees and Charges Bylaw No. 3675 outlines the fees and charges for regional parks. As new services are introduced, or as fees are reviewed and revised, Schedule A is amended (Appendix A). Over the last decade, fees have been added for new services and administrative changes have been actioned; however, existing fees have not been adjusted to keep up with market changes. As a result, CRD Regional Parks fees are no longer comparable with similar charges in other regional and provincial protected area systems.

The following changes are proposed to the fee schedule at this time (Appendix B):

- update the fee schedule to reflect an adjustment to fair market value
- standardize the vehicle camping fee across all three regional parks' campgrounds for efficiency and clarity for visitor use
- add in a rate for electric vehicle charging
- add a fee for special request interpretive programs

A staff report on funding options for widening and lighting of priority sections of the Galloping Goose and Lochside regional trails will be presented to the Transportation Committee in July. The funding options may include further changes to the fee structure.

### **ALTERNATIVES**

#### *Alternative 1*

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

1. That Bylaw No. 4545, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023", be introduced and read a first, second and third time; and
2. That Bylaw No. 4545 be adopted.

#### *Alternative 2*

That Bylaw No. 4545, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023" be referred to staff for changes.

## **IMPLICATIONS**

### *Environmental & Climate Implications*

The CRD's Climate Action Strategy includes a commitment to support a public electric vehicle charging network and to encourage uptake of zero-emission vehicles (3-10). In support of this, a charge rate for electric vehicle charging has been added in anticipation of future publicly accessible electric vehicle charging stations in regional parks.

The CRD's Regional Parks and Trails Strategic Plan 2022-2032 (interim approval) identifies a priority action to align implementation of parking fees where regional parks can be easily accessed by transit, walking or cycling – as a disincentive to motor vehicle use. This action supports the priority (4-2) to foster the development of complete and connected communities by improving access to regional parks by transit, electric vehicles, micro mobility, walking or cycling. Given this priority action item, parking fees at regional parks that meet this climate action criteria will be addressed through a separate report.

### *Social Implications*

In the 2017 Regional Parks Resident Survey, respondents were asked to comment on levels of funding for operating regional parks and trails in the future. More than half of the participants (55%) were in favour of increasing funding. A similar outcome was reflected in the 2018 Regional Parks Funding Priorities Survey, where participants pointed out that currently not enough money is available for the maintenance and management of the regional parks and trails system. Such results show an understanding by the public of the need for additional funding to support service delivery within regional parks and trails. Fees and charges are in line with similar fees charged by other agencies and are focused on special-use and commercial activities.

### *Financial Implications*

In 2022, non-tax revenue comprised approximately 3% of the annual budget for regional parks and trails. In 2022, tax requisition funded \$15.5 million towards the total annual operating budget of \$16.7 million. Non-tax revenue does provide a portion of the funding stream for regional parks and trails and is used for the direct delivery of regional park services and to offset the cost of special uses.

In 2020, staff undertook a market review to understand how fees relate to broader provincial revenue generation patterns. Fees were compared from other parks systems in the region and province and an average cost was calculated using the mean value for the comparative locations selected. These updated fees reflect the findings of that review.

### *Service Delivery Implications*

The regional parks system has grown from just over 8,400 hectares in 2000 to more than 13,300 hectares in 2022. Visits to regional parks and trails have also increased by more than 54% since 2012, with over 8.7 million visits in 2021. This increase in visitation is coupled with a growing demand for special events, weddings, camping, filming and commercial services, which require staff time and draw on the regional parks core budget. Fees for these special uses help offset these costs.

*Alignment with Existing Plans & Strategies*

The interim Regional Parks and Trails Strategic Plan (2022-2032) identifies priority action 5-1d to “develop a Park Use Permit Policy that gives consideration to providing equitable access to programs, ensuring events and commercial activities align with the values in this Plan, and that fees reflect impacts on park facilities and users.”

**CONCLUSION**

Over the last decade, existing fees in CRD Regional Parks have not been adjusted to keep up with market changes. As a result, CRD Regional Parks fees are no longer comparable with similar charges in other regional and provincial protected area systems. In 2020, staff undertook a market review to understand how fees relate to broader provincial revenue generation patterns and have proposed adjustments based on that review. As new services are introduced, or as fees are reviewed and revised, Schedule A of the CRD Facilities Fees and Charges Bylaw is required to be amended.

**RECOMMENDATION**

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

1. That Bylaw No. 4545, “Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4545 be adopted.

Submitted by:	Jeff Leahy, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kristen Morley, JD, Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Bylaw No. 4545: Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023  
Appendix B: CRD Bylaw No. 3675, Schedule A – redlined

CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4545

\*\*\*\*\*

A BYLAW TO AMEND BYLAW NO. 3675 WHICH PROVIDES FOR  
PARK USE PERMIT FEES AND CHARGES PAYABLE FOR REGIONAL PARKS SERVICES  
AND FACILITIES WITHIN THE CAPITAL REGIONAL DISTRICT

\*\*\*\*\*

**WHEREAS:**

- A. Under Bylaw No. 3675, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010", the Regional Board outlines the fees and charges for Regional Parks services and permits;
- B. As new services are introduced, or as fees are reviewed and revised, Schedule "A" of the Capital Regional District (CRD) Regional Parks Services and Facilities Fees and Charges Bylaw is amended to update fees and charges; and
- C. The Board wishes to amend Bylaw No. 3675 to confirm that it is a continuing fee schedule with no fixed end date and to remove transitional provisions for mid-year annual fee changes;

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

- 1. Bylaw No. 3675, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010" is hereby amended by deleting Schedule "A" in its entirety and replacing it with the attached Schedule "A".
- 2. This bylaw may be cited for all purposes as "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No. 10, 2023"

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

\_\_\_\_\_  
CHAIR

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

**SCHEDULE "A"**  
**PARK USE PERMIT FEES AND CHARGES**

<b>CAMPING AND PARKING</b>	<b>PERMIT FEE</b> (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)
<p>1. <b>Camping</b> – in designated campsites at:</p> <p>Island View Beach Regional Park Campground</p> <ul style="list-style-type: none"> <li>• Overnight Recreational Vehicle or Tent Camping \$25.00/night</li> <li>• Additional Vehicle \$10.00/night</li> <li>• Cancellation fee for on-line reservation One night rate</li> </ul> <p>Jordan River Regional Park Campground</p> <ul style="list-style-type: none"> <li>• Overnight Recreational Vehicle or Tent Camping \$25.00/night</li> <li>• Additional Vehicle \$10.00/night</li> </ul> <p>Sooke Potholes Regional Park Campground</p> <ul style="list-style-type: none"> <li>• Overnight Recreational Vehicle or Tent Camping \$25.00/night</li> <li>• Tent Pad for Cyclists \$15.00/night</li> <li>• Additional Vehicle \$10.00/night</li> <li>• Firewood \$9.00/bundle</li> </ul> <p style="text-align: right;">(includes applicable taxes)</p>	
<p>2. <b>Pay Parking</b> – in designated areas at:</p> <p>Thetis Lake Regional Park (May 1 to September 30)</p> <p>Sooke Potholes Regional Park (May 1 to September 30)</p>	<p>\$2.25/daily rate \$20.00/seasonal pass</p> <p>(includes applicable taxes)</p>
<p>3. <b>Electric Vehicle Charging</b> - at designated charging stations in regional parks</p>	<p>\$1.00/hour</p>
<b>PARK USE PERMIT SPECIAL USE CATEGORIES</b>	<b>PERMIT FEE</b> (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)
<p>4. <b>Commercial Filming</b> – motion picture, television and photography.</p>	<p>Filming Outdoor locations \$500/day</p> <p>Parking \$300/day</p> <p>Staff time for monitoring to be assessed on a case-by-case basis and charged at \$50/hour</p> <p>Indoor locations to be assessed on a case-by-case basis</p> <p>Filming more than 10 days to be assessed on a case-by-case basis</p>

<p>5. <b>Commercial Service or Activity*</b> – such as guided programs or recreational training.</p> <ul style="list-style-type: none"> <li>• Single trip: 1 day</li> <li>• Seasonal: 4 month period</li> <li>• Annual: Jan 1 – Dec 31 inclusive</li> </ul>	<p style="text-align: right;">\$80.00/permit          \$215.00/permit          \$320.00/permit</p>
<p><b>PARK USE PERMIT          SPECIAL USE CATEGORIES</b></p>	<p><b>PERMIT FEE</b>          (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</p>
<p>6. <b>Commercial Dog-Walking</b> – Annual (Jan 1 – Dec 31 inclusive)</p>	<p style="text-align: right;">\$465.00/permit</p>
<p>7. <b>Picnic Shelter</b> – Use of group picnic shelters at Beaver Lake, Eagle Beach, Island View Beach or Aylard Farm.</p>	<p style="text-align: right;">\$50.00/permit</p>
<p>8. <b>Research Activity*</b> – Such as specimen collections, surveys, inventories and monitoring plots.</p>	<p style="text-align: right;">\$40.00/permit</p>
<p>9. <b>Special Event or Activity*</b> – Such as a festival, tournament, competition, show or outdoor ceremony that attracts participants and spectators.</p>	<p style="text-align: right;">\$145.00/permit</p> <p>Staff time for monitoring to be assessed on a case-by-case basis and charged at \$50/hour</p>
<p>10. <b>Temporary Service Access*</b> – access/occupancy through a regional park or trail for such purposes as accessing a private property, utility or public works.</p>	<p style="text-align: right;">\$360.00/permit</p>
<p><b>*Fee Exemptions:</b>          Special Event or Activity: Fee exemption may be made when all participants are under 18 years of age.           Research Activity and Temporary Service Access: Fee exemption may be made when the activity provides a benefit or improvement to the park or Regional Parks and Trails system.           Commercial Service or Activity: No fees are applied to self-guided programs.</p>	
<p><b>INTERPRETATION</b></p>	<p><b>FEE</b>          (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</p>
<p>11. <b>School Programs</b></p>	<p style="text-align: right;">\$70.00/class          (non-taxable)</p>
<p>12. <b>Enhanced Naturalist Programs</b> – specialty programs with limited registration, or featuring guest experts</p>	<p style="text-align: right;">\$8.00/person</p>
<p>13. <b>Special Request Program</b></p>	<p style="text-align: right;">\$100.00</p>

**SCHEDULE “A”  
PARK USE PERMIT FEES AND CHARGES**

<b>CAMPING AND PARKING</b>	<b>PERMIT FEE (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</b>
<p>1. <b>Camping</b> – In designated campsites at:</p> <p>Island View Beach Regional Park Campground</p> <ul style="list-style-type: none"> <li>• <del>Overnight Recreational Vehicle Camping</del></li> <li>• <del>Overnight Tenting Camping</del></li> <li>• Additional Vehicle</li> <li>• Cancellation fee for on-line reservation</li> </ul> <p>Jordan River Regional Park Campground</p> <ul style="list-style-type: none"> <li>• <del>Overnight Recreational Vehicle or Tent Camping April 1 to October 31</del></li> <li>• <del>Overnight Recreational Vehicle or Tent Camping November 1 to March 31</del></li> <li>• Additional Vehicle</li> </ul> <p>Sooke Potholes Regional Park Campground</p> <ul style="list-style-type: none"> <li>• Overnight Recreational Vehicle Camping</li> <li>• Overnight Tenting</li> <li>• Tent Pad for Cyclists</li> <li>• Additional Vehicle</li> <li>• Firewood</li> </ul>	<p style="text-align: right;">\$<del>250.00</del>/night \$<del>245.00</del>/night \$10.00/night One night rate</p> <p style="text-align: right;">\$<del>245.00</del>/night  \$<del>10.00</del>/night  \$ <del>105.00</del>/night</p> <p style="text-align: right;">\$25.00/night \$25.00/night \$15.00/night \$10.00/night \$ <del>79.00</del>/bundle</p> <p style="text-align: right;">(includes applicable taxes)</p>
<p>2. <b>Pay Parking</b> – In designated areas at:</p> <p>Thetis Lake Regional Park (May 1 to September 30)</p> <p>Sooke Potholes Regional Park (May 1 to September 30)</p>	<p style="text-align: right;">\$2.25/daily rate \$20.00/seasonal pass</p> <p style="text-align: right;">(includes applicable taxes)</p>
<p><u>3. Electric Vehicle Charging - at designated charging stations in regional parks</u></p>	<p><u>\$1.00/hour</u></p>
<b>PARK USE PERMIT SPECIAL USE CATEGORIES</b>	<b>PERMIT FEE (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</b>
<p>4. <b>Commercial Filming</b> – Motion picture, television and photography.</p> <p><u>Short Term: Minimal set up, less than 5 days in park</u></p> <p><del>Long term: Elaborate set up, no more than 10 days in park</del></p>	<p><del>\$80.00/</del></p>

<p><del>Major commercial filming projects that are more than 10 days in a park are required to follow the Policy and Regulation for Filming in CRD Parks.</del></p>	<p><del>\$400.00/permit</del></p> <p>Filming Outdoor locations \$500/day</p> <p>Parking \$300/day</p> <p>Staff time for monitoring to be assessed on a case-by-case basis and charged at \$50/hour</p> <p>Indoor locations to be assessed on a case-by-case basis</p> <p>Filming more than 10 days to be assessed on a case-by-case basis</p> <p><del>As per filming policy</del></p>
<p>5. <b>Commercial Service or Activity*</b> – Such as guided programs or recreational training.</p> <ul style="list-style-type: none"> <li>• Single trip: 1 day</li> <li>• Seasonal: 4 month period</li> <li>• Annual: Jan 1 – Dec 31 inclusive</li> </ul>	<p><del>\$4080.00/permit</del></p> <p><del>\$200215.00/permit</del></p> <p>\$320.00/permit</p>
<p><b>PARK USE PERMIT SPECIAL USE CATEGORIES</b></p>	<p><b>PERMIT FEE (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</b></p>
<p>6. <b>Commercial Dog-Walking</b> – Annual (Jan 1 – Dec 31 inclusive)</p>	<p><del>\$320465.00/permit</del></p>
<p>7. <b>Picnic Shelter</b> – Use of group picnic shelters at Beaver Lake, Eagle Beach, Island View Beach or Aylard Farm.</p>	<p><del>\$4050.00/permit</del></p>
<p>8. <b>Research Activity*</b> – Such as specimen collections, surveys, inventories and monitoring plots.</p>	<p>\$40.00/permit</p>
<p>9. <b>Special Event or Activity*</b> – Such as a festival, tournament, competition, show or outdoor ceremony that attracts participants and spectators.</p> <p><del>Frequent Users: 10 or less events/year</del></p>	<p><del>\$40145.00/permit</del></p> <p><del>\$160.00/permit</del></p> <p><del>Staff time for monitoring to be assessed on a case-by-case basis and charged at \$50/hour</del></p>

<p>10. <b>Temporary Service Access*</b> – Access/ occupancy through a regional park or trail for such purposes as accessing a private property, utility or public works.</p>	<p>\$<del>80</del><u>360</u>.00/permit</p>
<p><b>*Fee Exemptions:</b>  Special Event or Activity: Fee exemption may be made when all participants are under 18 years of age.   Research Activity and Temporary Service Access: Fee exemption may be made when the activity provides a benefit or improvement to the park or Regional Parks and Trails system.   Commercial Service or Activity: No fees are applied to self-guided programs.</p>	
<p><del>ENVIRONMENTAL</del> INTERPRETATION</p>	<p>FEE (APPLICABLE TAXES NOT INCLUDED, UNLESS OTHERWISE NOTED)</p>
<p>11. <b>School Programs</b></p>	<p>\$70.00/class (non-taxable)</p>
<p>12. <b>Enhanced Naturalist Programs</b> – specialty programs with limited registration, <del>guided canoe programs</del> or <del>hikes featuring</del>with guest experts</p>	<p>\$<del>8</del><u>7</u>.00/person</p>
<p><u>13. <b>Special Request Program</b></u></p>	<p><u>\$100.00</u></p>